

MAY 15, 1959

PART I of TWO PARTS

50¢

Sales Management

THE MAGAZINE OF MARKETING

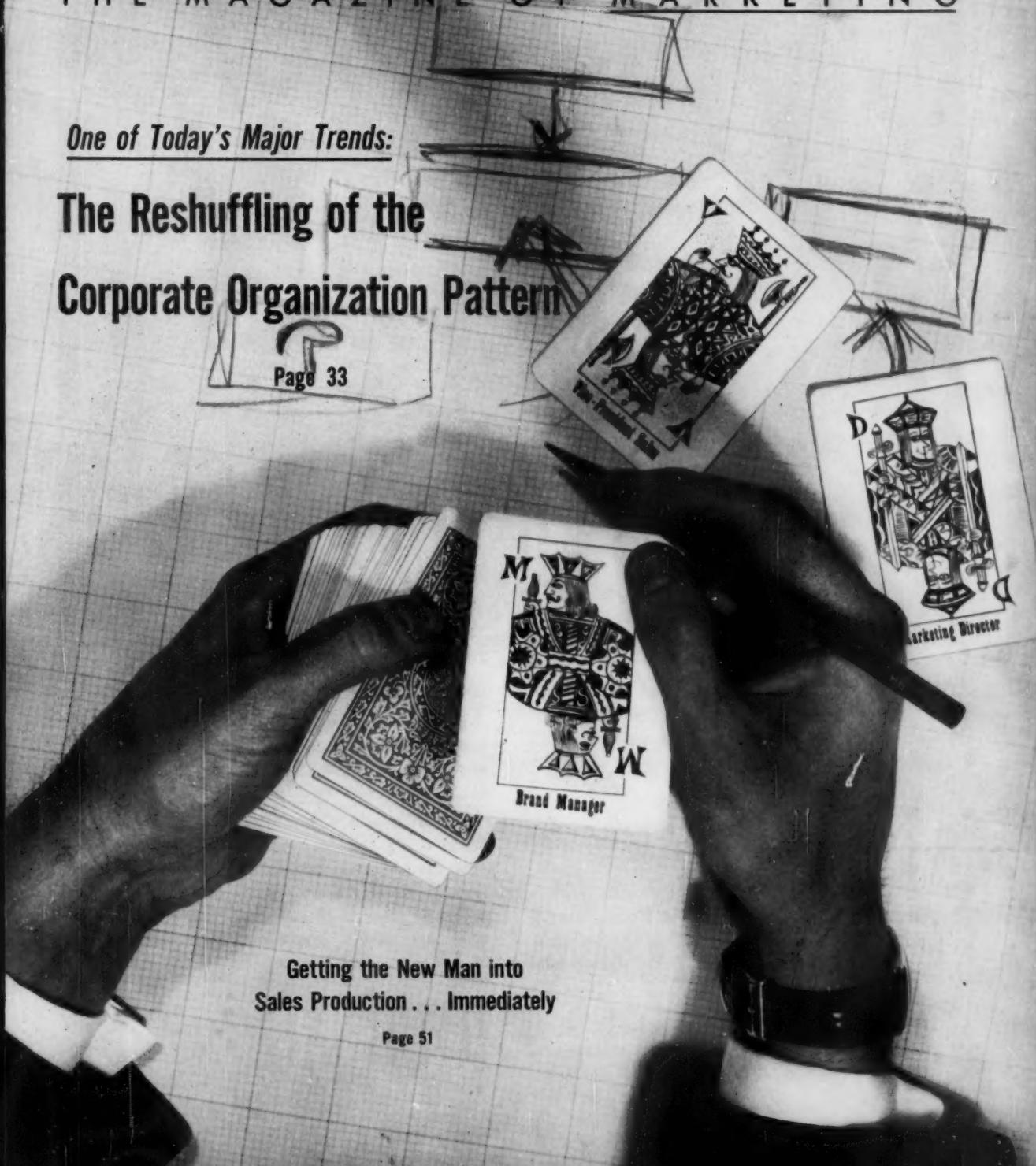
One of Today's Major Trends:

The Reshuffling of the Corporate Organization Pattern

Page 33

Getting the New Man into
Sales Production . . . Immediately

Page 51





THE new Rodgers & Hammerstein hit musical, "Flower Drum Song," at New York's St. James Theater contains a show-stopping song called "I Enjoy Being A Girl." The lyric starts off like this:

*When I have a brand new hair-do
With my eyelashes all in curl,
I float as the clouds on air do,
I enjoy being a girl!**

Pat Suzuki sings it, and Ladies' Home Journal couldn't resist it—the song, as well as the notion it contained. (After all, we enjoy being a magazine

edited for women who enjoy being women!)

Because women do enjoy being women, they enjoy the way Ladies' Home Journal is edited—for, of and about women. Over 5,750,000 women buy and read the Journal every month.

Advertisers, men for the most part, may not understand the wonderful rapport between women and their favorite magazine. But advertisers quickly see—and understand—and enjoy—the way women respond to ideas in the Journal. This is why advertisers give us the biggest, healthiest box office take of any women's magazine!

© 1958 by Richard Rodgers and Oscar Hammerstein 2nd.

*Never underestimate the power of
the No. 1 magazine for women...*

Ladies'
Home
JOURNAL
A CURTIS PUBLICATION

UP

everything's **UP** to date in kansas city



UPs In Kansas City's Business UPsurge

Here's the statistical story of Kansas City's progress for the first quarter this year as compared with the first quarter of 1958.

<u>FIRST QUARTER 1959</u>	<u>INCREASE OVER 1958</u>	<u>FIRST QUARTER 1959</u>	<u>INCREASE OVER 1958</u>
Bank Clearings \$6,140,302,282	UP \$786,177,273	Postal Receipts 17,369,306	UP \$937,226
Bank Deposits \$769,080,552	UP \$57,320,241	Electric Current 698,583,961 kilowatt hours	UP 51,378,715
Checks Cashed \$5,444,855,961	UP \$556,286,975	Housing Completions 1792	UP 890
Real Estate Sold \$29,346,000	UP \$540,000	Star's Adv. Lineage 11,241,549 lines	UP 690,219 lines 6.5% increase

THE KANSAS CITY STAR

Average Net Paid Circulation April 1959 And Increase Over April 1958
 Morning, 340,336—UP 6,508 Evening, 345,775—UP 6,044 Sunday, 368,251—UP 9,217



... a two billion dollar market
in which 62.7%* of all daily
newspaper readers read the

TORONTO DAILY STAR
80 King Street West, Toronto

In the United States:
Ward Griffith & Co. Inc.

*Grunau Research Survey 1958



Sales Management

THE MAGAZINE OF MARKETING

May 15, 1959

CONTENTS

Vol. 82 No. 11

PART I OF TWO PARTS

Distribution

Heath Develops New Dealer Group Paying
Mail-Order Consumer Prices

71

General Management

The Reshuffling of the
Corporate Organization Pattern

33

Marketing

How Mother's Cookies Crumbled
the Competition

38

New Product Introduction

When a New Product Tangles with
"the Old Way of Doing Things"

62

Salesmanship

10 Ways your Production Men
Back Each One of Your Salesmen

42

Sales Promotion

Take Me Back to My Little Grass Skirt

46

Sales Training

Getting the New Man into
Sales Production . . . Immediately

51

COMING JUNE 5

Forming the Corporate Image

With acquisition can come chaos—or customer confidence—depending on the skill with which the corporate image problem is handled.

How does customer identity, or lack of it with a newly acquired division affect your timing in name changes? Here's an answer from Rockwell Manufacturing Co., with the schedule used for profitable name-transition in the company's expansion to a \$107,055,000 business.

Sales Management

Executive Offices: 630 Third Ave., New York 17, N. Y., YUkon 6-4800

HIGHLIGHTS

NO DISCOUNT NEEDED FOR THEIR DEALERS

After a 12-year build-up in the mail-order business Heath Company's electronic do-it-yourself products have found a booming new market through dealers so eager that they'll pay consumer prices.

Page 71

CORPORATE ORGANIZATION STRUCTURE IN FLUX

What are the new patterns of organization structure demanded by expanded distribution, longer lines of communication, rising costs? Some of the nation's industrial leaders report on their handling of the problem. Page 33

TAKING THE MOUNTAIN TO MOHAMMED

With a little imagination this sales manager managed to get his new product not only introduced and demanded in 11 western states, but demanded by the powers-that-be who might otherwise have scorned to taste it. Page 62

BEFORE TRAINING—A FIELD LESSON

If your salesman can't relate his training to experience already encountered in your company, it's a waste of time, say advocates of a novel sales training system. Why this cart-before-the-horse method can work for you, too.

Page 51

DEPARTMENTS AND SERVICES

Advertisers' Index	93	Marketing Pictograph	35
Corporate Close-up	12	Significant Trends	17
Editorials	7	They're in the News	36
Executive Shifts	90	Today's Advertising	94
Letters	25	Worth Writing for	88

MAY 15, 1959



REACH MORE BUYERS,
TELL MORE BUYERS,
PRE-SELL MORE BUYERS
IN HOSPITALS

HOSPITALS, Journal of the American Hospital Association, is read regularly by the greatest number of people who buy for hospitals.

Issued twice-a-month, **HOSPITALS** reports important news, techniques and developments in the hospital field while they are still new.

HOSPITALS displays your product story on the Main Street of the dynamic, \$6 million-a-day hospital market.

Send For Useful,
SALES-MAKING DATA
ON THE RECESSION-PROOF
HOSPITAL MARKET.

ADVERTISING DEPARTMENT SM
HOSPITALS

JOURNAL OF THE AMERICAN HOSPITAL ASSN.
840 North Lake Shore Drive
Chicago 11, Illinois

Please send comparative data on hospital publications.

Name _____ Title _____

Company _____

Principal Product _____

Street _____

City _____ State _____

Sales Management

It's 2 to 1

in fast-service
eating places,
twice-the-turnover
per seat means...

MORE Meals
MORE Sales
MORE Profits

NO MATTER WHAT YOU CALL THEM

Coffee Shops
Confectionery Stores
Counter Restaurants
Department Stores
Diners
Drive-Ins
Drug Stores
Fountain Restaurants
Industrial Cafeterias
Lunchronettes
Sandwich Shops
Variety Stores

NO MATTER WHERE YOU FIND THEM

Airports
Bus Terminals
Railroad Stations
Main Streets
Main Highways
In Industry

THEY ALL HAVE
ONE THING IN COMMON—

FAST SERVICE

To effectively reach this
specialized market specify
FAST FOOD
for an advertising schedule

BPA

NBP

FAST FOOD

magazine

630 THIRD AVE.
NEW YORK 17, N. Y.



EXECUTIVE OFFICES: 630 Third Ave., New York 17, N. Y., YUKON 6-4800

EDITORIAL

PUBLISHER and EDITOR
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EXECUTIVE EDITOR
MANAGING EDITOR
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John H. Caldwell
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Consulting Economist

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Peter B. B. Andrews

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Assistant Production Manager

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Alice Harris

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Grace Bigger
Barbara Saypol

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Assistant Director
Subscription Manager

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Edward S. Hoffman
C. V. Kohl

U. S. and Canada: \$10 a year • Foreign: \$15

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Bill Brothers Publications in MARKETING (in addition to Sales Management): Sales Meetings, Premium Practice. INDUSTRIAL: Rubber World, Plastics Technology. MERCHANDISING: Fast Food, Floor Covering Profits and Tires-TBA Merchandising.

ADVERTISING SALES—Offices and personnel listed in Advertisers' Index



Audit
Bureau
of
Circulations



Associated
Business
Publications



National
Business
Publications



Magazine
Publishers
Association

SALES MANAGEMENT, with which is incorporated PROGRESS, is published the first and third Friday of every month, except in May, July, September and November when a third issue is published on the tenth of the month. Affiliated with Bill Brothers Publishing Corp. Entered as second class matter May 27, 1942, at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 630 Third Avenue, New York 17, N. Y.

SALES MEETINGS, Part II of Sales Management, is issued six times a year—in January, March, May, July, September and November. Editorial and production office: 1212 Chestnut Street, Philadelphia 7, Pa. Walnut 3-1788; Philip Harrison, Publisher; Robert Letwin, Editor.

Copyright, Sales Management, Inc., 1959

SALES MANAGEMENT

LEADING NEWSPAPERS
in
GENERAL GROCERIES ADVERTISING
YEAR-1958

	<u>LINAGE</u>
1. Philadelphia Bulletin - E & S	1,578,157
2. Milwaukee Journal - E & S	1,576,978
3. Chicago Tribune - M & S	1,553,072
4. Los Angeles Times - M & S	1,523,709
5. Toronto Telegram - E	1,414,627
6. Pittsburgh Press - E & S	1,405,864
7. Denver Post - E & S	1,393,886
8. Montreal Star - E	1,384,254
9. St. Louis Post-Dispatch - E & S	1,366,164
10. Providence Journal - M & S	1,328,803

The Milwaukee Journal is always among the top five newspapers in the nation in general grocery advertising — often first or second — because it offers an ideal combination of values for food advertisers.

Family income here is 5th highest among the nation's 20 largest markets. The Milwaukee Journal food pages have been voted the finest in the nation. The big, separate section on

Thursdays is a "who's who" of grocery advertisers. Retail grocery advertisers concentrate 90% of their Milwaukee newspaper ad dollars in The Journal, providing powerful sales support for national grocery advertising.

Dominant schedules and ROP color are economical in Milwaukee because one newspaper does the selling job in 9 out of 10 homes, and the milline rate is one of the lowest in the nation.

THE MILWAUKEE JOURNAL

National Representatives

O'MARA & ORMSBEE, INC.

NEW YORK

CHICAGO

DETROIT

LOS ANGELES

SAN FRANCISCO

Watch for The Milwaukee Journal Consumer Analysis for 1959, off the press in late April with the current picture of grocery buying habits, brand positions, product usages, store preferences and dealer distribution.





In Philadelphia nearly everybody reads The Bulletin

The Evening and Sunday Bulletin, Philadelphia

ADVERTISING OFFICES: Philadelphia • New York • Chicago
REPRESENTATIVES: Sawyer Ferguson Walker Company in Detroit • Atlanta • Los Angeles • San Francisco
FLORIDA RESORTS: The Leonard Company • Miami Beach

They Know How to Use Advertising

Two days ago 12 industrial supplies manufacturers, who sell through industrial distributors, received awards for outstanding 1958 advertising and promotional material used to point up the extra values of their distributors' services.

The awards are designed to encourage manufacturers to demonstrate the substantial additional values consumers receive by channeling purchases through industrial distributors.

One award, made by the National and Southern Industrial Distributors' Associations, is to a company "for excellence in promoting distributor services in trade paper advertising."

One of the winners: W. E. Fruhan, assistant manager of sales, Pipe Division, Republic Steel Corp.

An award is made to a company "for excellence in promoting distributor services in catalog advertising."

Of the four winners in this category, one is Carl O. Hedner, assistant general sales manager, The Yale and Towne Manufacturing Co.

We suggest that other associations consider the value of these awards (now presented for the ninth year).

"Your advertising's first and most important job is to promote the sales of your product," says the Awards Committee of the National and Southern Industrial Distributors' Associations. "Second and very important, too, it should state your method of distribution, and establish your Industrial Distributor as the vital link between you and your customers."

We offer our congratulations to Republic Steel's and Yale and Towne's sales managers for their astuteness in using advertising as a sales tool to win the interest, understanding and support of their distributors. By such advertising they have made the jobs of their field salesmen easier and they have helped their distributor salesmen ask for, and get, the order from the ultimate industrial user.

If you would like to receive complete details on how to set up an awards program or participate in one for your industry, you might start by obtaining a copy of the brochure, "Your DOUBLE Industrial Advertising Target." Write to Advertising and Awards Committee Headquarters, 1900 Arch St., Philadelphia 3, Pa.

Once-Over-Lightly Is Not Enough

Young, vigorous President Bret C. Neece, of Landers Frary & Clark, 106-year-old independent household appliance manu-

Just like the pied piper
and his fife . . .



people
REACT
to the
voice and vision
of NBC in
South Bend - Elkhart

call Petry today!

WNDU-TV CHANNEL 16
BERNIE BARTH & TOM HAMILTON

COVERS

CUSTOM DESIGNED &
MANUFACTURED •



FOR

CATALOGS
SALES MANUALS
SAMPLE BOOKS
RING BINDERS
SERVICE MANUALS
WALLPAPER BOOKS
PRESENTATIONS

THE S. K. SMITH CO.
2857 N. WESTERN AVE., CHICAGO 18

NEW YORK 17 CLEVELAND 13
LOS ANGELES 46

WHO-TV IS "TOP BANANA"!

WHO-TV is on top of the bunch in Central Iowa television, and the formula's as easy as pie—banana pie!

WHO-TV simply gives this booming \$2 billion market *the very best there is in television.*

And WHO-TV *nourishes* its giant audience, with a terrific library of top film packages. Three top rated daily shows (Mon.-Fri.) are exceptional, low cost "buys" for your announcements. Cumulative ARB ratings are:

FAMILY THEATRE (Noon-2 p.m.)—42.0%

EARLY SHOW (4:30-6:05 p.m.)—47.9%

LATE SHOW (10:30 p.m.-sign-off)—31.7%

Ask PGW for ALL the reasons why WHO-TV is "top banana" in Central Iowa!

ARB SURVEY METROPOLITAN DES MOINES AREA (Jan. 12-Feb. 8, 1959)

FIRST PLACE QUARTER HOURS				
	Number Reported		Percentage of Total	
	1-Week	4-Week	1-Week	4-Week
WHO-TV	245	264	52.5%	56.6%
Station K	174	161	37.3%	34.5%
Station W	43	35	9.2%	7.5%
Ties	4	6	1.0%	1.4%

WHO-TV is part of
Central Broadcasting Company,
which also owns and operates
WHO Radio, Des Moines
WOC-TV, Davenport



WHO-TV

Channel 13 • Des Moines

Col. B. J. Palmer, President
P. A. Loyet, Resident Manager
Robert H. Harter, Sales Manager
Peters, Griffin, Woodward, Inc.,
National Representatives



facturer, has just staked his money that Raymond Loewy, industrial designer, has the right idea about design.

Loewy, who has just been retained by Landers Frary & Clark, stated in the presence of President Neece and Stanley Fisher, vice president and general sales manager, at a recent meeting:

"While there is a lessening trend toward obvious differences in competing products, public taste has risen to such a degree that the cosmetic design, the once-over-lightly with a new color scheme, no longer passes the acid test of customer acceptance.

"The customer has not only his taste to worry about," continued Loewy, "but he has the compelling effect of advertising. The only products that stand a chance of influencing his choice are those which are conspicuous for their improvements in style, function, cost and quality."

Loewy contends, too, that automobile designers have lost their style leadership to architectural designers. No longer do designers of such products as appliances follow the pattern established by automobile designers. Today they draw their inspiration from the simple, non-gadgety lines that characterize new office buildings.

He's a Lucky Forecaster

By one of the odd twists of history the peace and prosperity of the United States may turn on how well an ex-market research consultant handles his job if he is selected as chancellor of West Germany.

Ludwig Erhard, 62, is Minister of Economics and Vice Chancellor in Konrad Adenauer's cabinet. From World War I on, he was a practicing economist in a market research institute in Nuremberg. He lost his job at the institute but escaped becoming involved with the Nazis.

Today he is regarded as the leading candidate to succeed Adenauer who is now campaigning for the Presidency, largely a ceremonial position.

Erhard threw out controls, in 1948, against the advice of both his German and American advisors. Prices soared, but Erhard persuaded people to hold off buying, and prices came down. Production began to pick up. Germany's national product is growing at a rate twice that in the United States.

The New York Times Magazine takes this measure of the prospective new Chancellor:

"Erhard patrols Germany energetically and almost constantly, and just as restlessly has traveled the world and come to know its distant places. He has visited the United States five times, and has come to feel so much at ease with its people that he can say, 'If I weren't German I'd like to be an American.'"

Erhard sounds like a good man to have on our side during the Khrushchev-inspired crisis over Berlin.

**Your Golden
Opportunity
to Increase
Sales!**

THOMAS REGISTER



- The 50th Annual Edition will exceed any previously published, both in comprehensiveness, scope and value to its paid subscribers.
- It offers a sales potential unmatched in buyer-seller traffic, unequalled in sales producing inquiries...booming in direct buying action. 50,000 items of 12,500 manufacturers will be on display.
- Schedule YOUR products for front line attention now.

Thomas Publishing Company
461 Eighth Ave. • New York 1, N. Y.
ABC ABP



**Industry's No. 1 Marketplace
of Buying Action!**

Special interest magazines

92,000
READERS
SEND
A DOLLAR

As the result of a single promotion in Harper's Bazaar, 92,000 readers sent a dollar bill for this cosmetic "Beauty Box."



get ***ACTION!***

Fashion is certainly one of the greatest forces in selling—but it is even more than that. It is a broad and almost limitless influence on every day living—on the way we dress, the homes we buy, the food we eat, and the cars we drive.

When **HARPER'S BAZAAR** featured its "Beauty Banco" of 15 advertisers' samples, available in a shining cube at \$1.00 each, the entire output of 50,000 was mailed within six weeks of publication, and 42,000 dollar bills were forced to be refunded—all through a single page promotion in a single issue.

Similarly, when **BAZAAR** tied in with the new Galaxie by Ford—relating women's fashions to the glamorous lines of 1959 cars—more than 130 retail firms jumped on the wagon. Wrote Stanley Marcus, President of famed Dallas' Neiman Marcus: "This was one of the most unusual and effective promotions in which we have participated!"

Springboards for Action

Just as fashion is the springboard for *action* among readers of **HARPER'S BAZAAR**, so is an interest in boating, home-making, travel and sport the springboard for *action* among the readers of other Hearst Special Interest Magazines. For advertising dollars work hardest where interest is greatest...and readers of Hearst Special Interest Magazines are already sold—only need to be told!

Six Keys to Profits Through Action

- Hearst readers are prospects, not just suspects
- Advertising is focused where interest is keenest
- Editorial and advertising content work together
- Editorial integrity lends prestige to advertising
- Each Hearst Magazine is an authority in its field
- Hearst readers are sold—only need to be told!



SPORTS AFIELD	Bride & Home	MOTOR	COSMOPOLITAN
SCIENCE DIGEST	POPULAR MECHANICS	Motor Boating	AMERICAN DRUGGIST
TOWN & COUNTRY	House Beautiful	Medical Matera	Good Housekeeping

HEARST MAGAZINES GET ACTION

© 1959 by the Hearst Corporation

ROCK ISLAND • MOLINE • EAST MOLINE • DAVENPORT



ONE OF
THE

FIRST 100 MARKETS

HIGH EMPLOYMENT HERE. Total employment in the Quad-Cities jumped more than 7000 between Jan. 15 and mid-March of this year, according to the Illinois and the Iowa State Employment Services. Employment figures here now stand at 102,350. Outlook for the next few months is for additional moderate employment expansion.

DEERE & CO. LEADS WAY. A recent statement by the management of Deere & Co. indicates largest sales volume in company history—now at a half-billion dollar a year level. Of the more than 300 other industrial concerns in the Quad-City area, many of them share directly in this prosperity; others are prospering in a large variety of unrelated product markets.

ABILITY TO BUY. Quad-Citians use spendable income (per family EBI well over \$6,000.) to buy goods and services, generously. Here indeed is an excellent market in which to place a profitable advertising investment.

TEST IT YOURSELF. More national advertisers are using the Quad-Cities as a test market: metropolitan population—steady employment—potent buying power—controllable isolation.

ASK US. We are happy to supply current data and help correlate your promotion plans in the Quad-City metropolitan area. Address Harold Swanson, national advertising director, for these two Illinois newspapers which cover 3 of the 4 Quad-Cities.

Quad-Cities Largest Combined
Daily Circulation

MOLINE DISPATCH ROCK ISLAND ARGUS

Nat'l Rep'r. — THE ALLEN-KLAPP CO.

CORPORATE CLOSE-UP

LOOK

Look Announces Advertising by Zones

In a dramatic announcement this week, Look Magazine unveiled a new plan designed to appeal directly to the marketer with a regional advertising problem. Basically, Look's approach is this: The magazine will accept half-page and full-page ads to run in any or all of seven marketing zones. This means advertisers may run as many as seven different pieces of copy in a given issue of Look or an insertion in just one zone without using the other six. Look calls its new brain child "Magazone Plan."

Says Look of Magazone: "It's a revolutionary new plan involving the distribution of Look's national circulation into seven standard marketing zones."

Magazone will enable advertisers to place their insertions in copies of Look circulated in any zone individually or in any combination of the seven zones. The change in Look's publishing scheme will be effective with the issue dated September 15.

Look's advertising and production brains have been working for four years on the many mechanical and other difficulties involved in such a plan. The service has been tailored to fit the needs of advertisers with specific problems not economically solved by usual national advertising. Marketers who might want to break their advertising into sectionalized pieces would include those who face such problems as:

- regional preferences
- changing price tags from one section of the country to another
- specialized regional distribution
- limited test marketing
- dealer listings—where such listings would be impossible nationally because of length
- market concentration in a few areas

The seven Look Magazones will be: New England, Middle Atlantic, Southeast, East Central, West Central, Southwest and Pacific (including Alaska and Hawaii).

Look has some 2,100 prime prospects lined up for solicitation (and has hired 10 new salesmen to augment its present sales staff). These prospects were garnered from the publication's experience in split-run advertising. Cost per thousand for Magazone advertising is \$6.11 for the first 400,000 (this would be equal to Look's circulation in the Southwest zone) and \$4.45 for each additional thousand of circulation that a given zone might have. Cost for Look's full run: \$4.14 per thousand.

Since war's end Look has been gaining ground on its competitors. Now only two national magazines—Life and The Saturday Evening Post—surpass it in ad revenue.

Look, for its first four issues in 1937, was a monthly, then went bi-weekly and has stayed that way. In 1946, the magazine rated 13th in national advertising revenue. Today it is third.

Look insists it isn't attempting to compete against any particular type of medium. And it maintains it would be happy if Life and the Post were to follow its lead in offering advertising insertions by zone.



YOUR SALES GOOD IN JACKSON, MICHIGAN?

How're your sales in the Jackson, Michigan, area?

Good? Maybe they could be better. Not too good? Perhaps they could be improved.

Jackson, Michigan, is an important market, where 47,000* people (up 600 from the corresponding period of a year ago) are employed at better than average salaries and wages.

A market—Jackson metropolitan area—where retail sales are \$146,027,000 yearly according to Standard

Rate & Data Service.

Improve the sales of your product with a consistent advertising schedule in Jackson Citizen Patriot, only daily and Sunday newspaper in Jackson county. The newspaper with 97% of its circulation concentrated in the city and retail trading zones.

Call a Booth man for complete information about Jackson, Michigan.

*MICHIGAN EMPLOYMENT SECURITY COMMISSION FIGURES.



JACKSON CITIZEN PATRIOT

NATIONAL REPRESENTATIVES: A. H. Kuch, 110 E. 42nd Street, New York 17, Murray Hill 2-4760 • Sheldon B. Newman, 435 N. Michigan Ave., Chicago 11, Superior 7-4680 • Brice McQuillin, 785 Market St., San Francisco 3, Sutter 1-3401 • William Shurtliff, 1612 Ford Bldg., Detroit 26, Woodward 1-0972.

A Booth Michigan Newspaper

MAY 15, 1959

The Powershift Lathe with Preselector is the latest in a series of innovations that have kept the Lodge and Shipley Company a leader in its industry for more than 65 years. Thomas Kling heads the division of Lodge and Shipley which has added heavy-duty quality shears, press brakes, and hydraulic presses to its line of metalworking production equipment.





Why marketing followed production's advice

As a major machine-tool builder, Lodge and Shipley wanted to make sure its catalog is as useful as possible to machine-tool buyers. Reports Mr. Thomas Kling, Vice President and General Manager of the Machinery Division:

“In many years of production assignments, I found the manufacturers' catalogs in Sweet's my best and most convenient source of product information, and I know our production people continue to do so.

“When Marketing raised the question of how we can make our catalog most useful to production men, we recommended Sweet's on the basis of our own experience:

“Manufacturers' catalogs in Sweet's are the easiest of all to find and use. They present no filing or indexing problems, never become mislaid or lost, are always up-to-date. They also make it easy for us to contact nearest sources of further information and supply; save much time and trouble in selecting needed products.

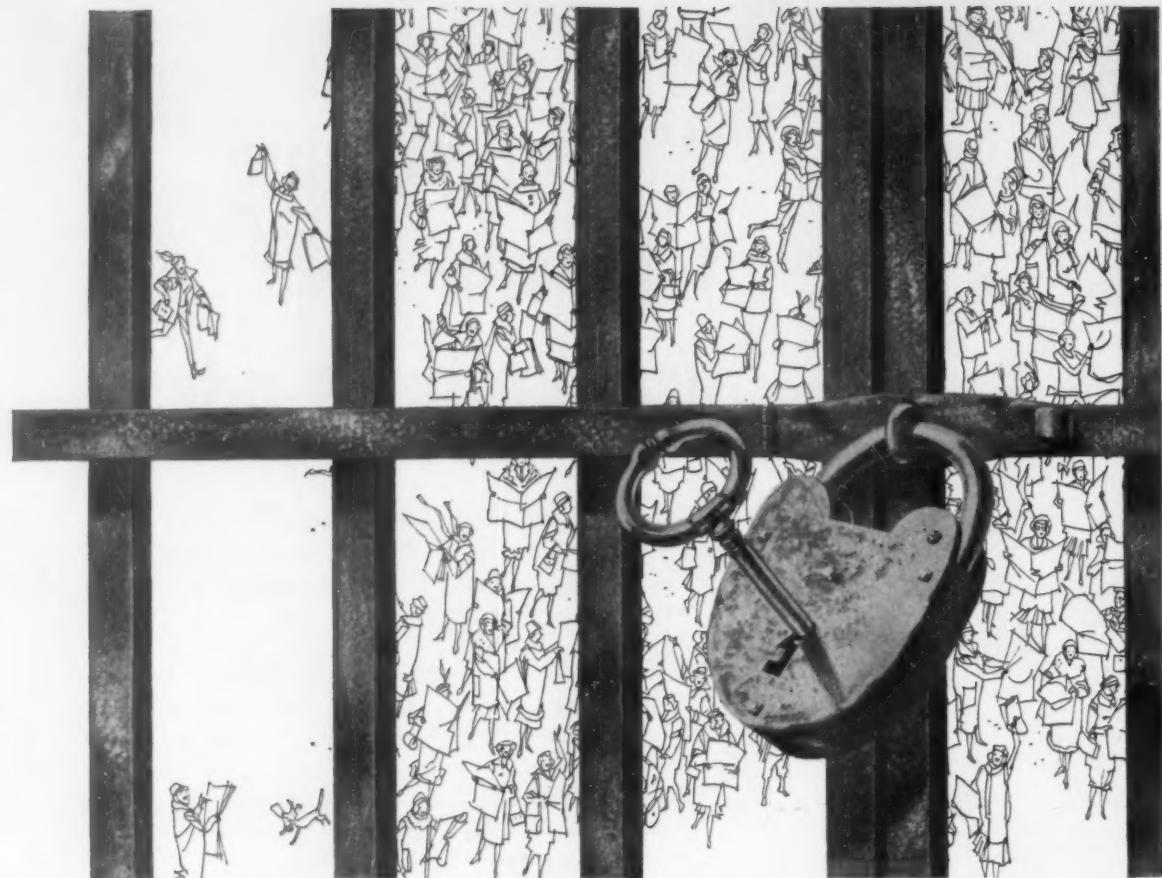
“Having Sweet's maintain our catalog throughout our market makes certain we give our potential customers the same kind of product-information service we like to have ourselves. We are confident our catalog in Sweet's is a sound investment in prompting many companies to do business with us.”

Of all marketing tools, your catalog can do the most to prompt buying actions in your favor. Your nearest Sweet's representative can give you many reasons why this is so, and why Sweet's can assure the most buying actions from catalog use. Please call or write us.



SWEET'S CATALOG SERVICE
Division—F. W. Dodge Corporation
119 West 40th Street, New York 18
Service offices in principal cities

Sweet's helps you market—the way industry wants to buy



Key to an exclusive franchise for 420,000 women...

They're a big market in any media man's language . . . the 420,000 adult women with money in their hands and buying on their minds who read *The Daily Inquirer* . . . and "pay no heed" to the evening paper. These 420,000 *exclusive* readers are only part of the 632,000 ladies who read *The Daily Inquirer* . . . and read it with all-inclusive appetites for all the wares in the busy, bustling stores of Delaware Valley, U.S.A.

420,000 *exclusive* women adults . . . 632,000 adult women readers . . . 1,352,000 total audience.

What a total audience for everything you market! What an *exclusive* audience for everything you market to women! What a time for scheduling *The Inquirer* . . . and exercising your *exclusive* franchise . . . for 420,000 women!

For all the facts, all the figures, send for the extract of "Philadelphia Newspaper Analysis" by Sindlinger & Company, Inc.



The Philadelphia Inquirer

Good Mornings begin with The INQUIRER for 1,352,000 adult daily readers

NEW YORK
ROBERT T. DEVLIN, JR.
342 Madison Ave.
Murray Hill 2-6898

CHICAGO
EDWARD J. LYNCH
20 N. Wacker Drive
Andover 3-6270

DETROIT
RICHARD I. KRUG
Penobscot Bldg.
Woodward 5-7260

SAN FRANCISCO
FITZPATRICK ASSOCIATES
155 Montgomery St.
Garfield 1-7946

LOS ANGELES
FITZPATRICK ASSOCIATES
3460 Wilshire Boulevard
Dunkirk 5-8557

—SIGNIFICANT TRENDS—

Marketing News as Viewed by the Editors

Business Getting Rosy Cheeks

All things considered, and the recession given its due, business today is healthier, wealthier and wiser than it has ever been. Some even say we're in the beginning of a new boom.

The upward tilt of the economic see-saw is encouraging and 1959 could very well turn out to be a truly fine year — a year that puts color back into the pallid cheeks of business.

Capital spending will be up 7% this year over last, says McGraw-Hill. Most significant, a record sum — \$6.8 billion — is going into modernizing obsolete plants and equipment.

The production index is at a new high. So is personal income, retail sales. Housing starts are breaking records. New car sales are purring along and optimism for sales of 1960 cars — which go on sale this year — is at a peak.

Even corporate profits are showing a significant gain!

Consumer spending is on the increase. Vacation travel is expected to jump 10 to 15% this year. Leisure and recreational products may possibly enjoy record-breaking sales. Appliances, long in the doldrums, seem to have new wind in their sales.

The rate of business failures is dropping while, at the same time, the number of new incorporations is increasing. Gross National Product, despite the effect of a still-critical ratio of unemployment, is pushing toward the half-trillion-dollar mark.

Business appears to be bright-eyed and bushy-tailed and few signs of its recent illness are anywhere to be seen.

People Do Buy in Summer

Children's books and games, it had been assumed, sell only in the winter. Because, obviously, during the summer children are outdoors and mothers don't buy books and games for them.

Sounds logical, doesn't it? But look what happened to Whitman Publishing Co. sales when variety stores tried automatic stock control that called for re-ordering when inventory dropped to a pre-determined point, whether or not the manufacturer, the buyer, the manager or counter-girl felt that re-orders would be justified:

"Our sales rose sharply immediately after school closed," said C. W. DeWitt, Whitman's president, in a recent article in *Variety Store Merchandiser*. "And they kept climbing until early August. July sales were second only to December. This occurred when automatic re-ordering left the customer to decide for herself . . . with no pre-judgment by other influences."

30 Years Below Zero

In a brief span of three decades, frozen foods have quietly revolutionized U.S. living. Today, there are 1,600 processors who pack annually more than 4.5 billion pounds of quick-frozen foods. Total retail value is almost \$2.5 billion. Even 20 years ago, frozen foods as an industry was only 7% its present size.

Reading, Writing and Rhetoric

Members of the Sales-Marketing Executives of Chicago, Inc., say that they would put emphasis on the following five courses if they were entering college now: (1) public speaking; (2) psychology; (3) sales management; (4) English; (5) salesmanship. Interestingly, 88% of the members of this club have some college training.

Every Cow Can Be Contented Now

Whether or not Carnation's cows ever were more "contented" than, say, Borden's, the idea seems to have been that better-adjusted bovines gave more freely of non-curdling milk.

Probably, Carnation Co. was not pleased to learn, recently, that the miracles of modern science can now make all cows (and steers and sheep and other creatures) happier with their lot. But to farmers and stock-raisers, who don't care which brand bears their end product, animal tranquilizers are money in pocket.

If human tranquilizers can become a \$200-million-a-year business, without directly adding to our waistline, what are the potentials of tranquilizers which do put more meat on the hoof?

SM's aggie-economists report that two types to combat worry and neuroses in our fourfooted-friends have been put on the market: One—Trilefon of Schering of Bloomfield, N. J.—is injected en route to market, to keep animals from worrying away many saleable pounds. The other—Tran-Q of Pfizer of Brooklyn, N. Y.—is added to animal food on the farm to make more meat.

The aggie-economists estimate a \$2 million annual potential for Tran-Q among the eight million cattle in the country, and a \$6 million potential in the same market for Trilefon.

We forgot to ask what all this means to the little lambs and piglets.

No Product Sells Itself

Suppose you had a product that would benefit anyone using it. And, not only was this product needed by every man, woman and child, but this need had been recognized and voiced by these very prospects. Would you fire your salesmen, cancel your advertising and sell by postcard?

Harken to these words from a recent newsletter put out by Richard Manville Research, Inc., New York City:

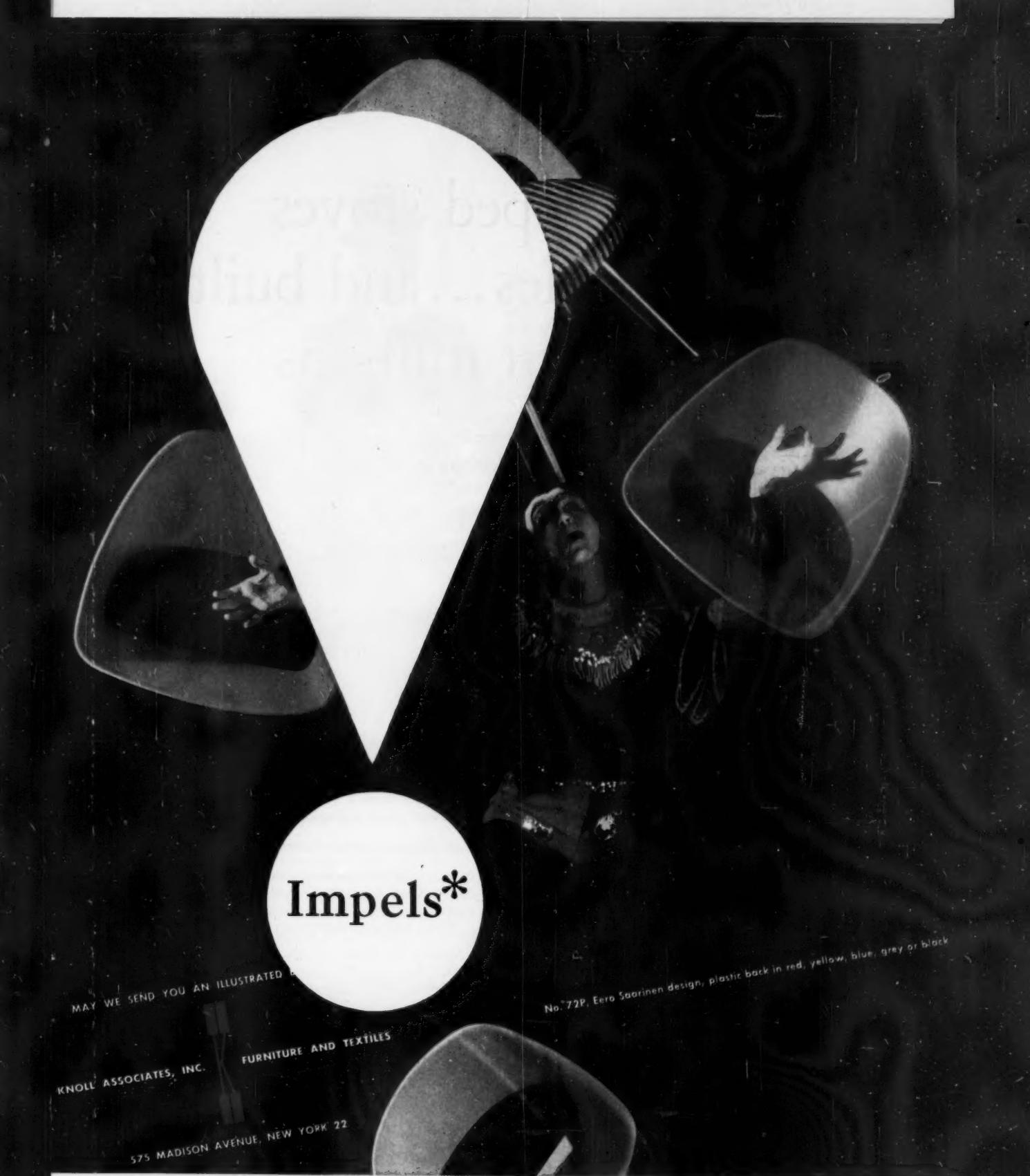
"Next time you wonder why more people ignore your brilliant, expensive advertising and don't buy X cans of beans, look at these facts-of-life figures on a vitally important "product"—Salk Vaccine. Its "benefits": to save human life from crippling polio. Sounds like a cinch to "sell"—considering its value. Yet, note these facts:

"Despite three years of publicity efforts by the National Foundation, The American Medical Association, the U.S. Public Health Service, and all the hundreds of millions of dollars of publicity on TV, radio, in newspapers, magazines (including free shots to those requesting them), **more than half of the population has not gotten the Salk vaccine vaccination!**

"Out of America's 175 million people, 98 million (56%) have not had any Salk shots; four out of seven Americans have still done nothing." It takes constant, consistent sales effort to get people to act—even for their own good!

INTERESTING, IF NOT SIGNIFICANT . . .

"Continued on Page 43, Column 2," said the last line of a Stadler Fertilizer Co. ad in a recent issue of The Cleveland Press. Sure enough, on page 43 were the final two paragraphs of the advertisement. An inexpensive way to become a "multi-page" advertiser . . . The nation's 13,000,000 left-handed people will no longer have to blister their hands with right-handed pinking shears. Singer Sewing Machine Co. has now introduced a chrome-finished pair for southpaws, "the first pair in home-sewing history" . . . Shopping centers, a postwar phenomenon, accounted for 15% of total gross retail sales last year—\$30 billion worth . . . Sales volume in the packaging industry will approach \$16.5 billion this year, a 10% growth over the 1958 total, says R. A. Hickman, manager of market planning for the Dobeckmun Co., Cleveland, a division of Dow Chemical Co. . . . McGraw-Hill estimates that it would cost \$35 billion to replace all facilities that manufacturing companies consider obsolete. For all business the cost would be \$95 billion.



Impels*

MAY WE SEND YOU AN ILLUSTRATED

KNOLL ASSOCIATES, INC.

FURNITURE AND TEXTILES

575 MADISON AVENUE, NEW YORK 22

No. 72P, Eero Saarinen design, plastic back in red, yellow, blue, gray or black

Knoll Associates advertisement prepared by The Zivie Company

* "The influence of this New Yorker campaign is strongly felt in every Knoll showroom throughout the United States . . ."

Flance S. Knoll President, Knoll Associates, Inc.



THE
NEW YORKER
MAGAZINE

He swapped stoves for vegetables...and built a business in millions

How—even in tough times—a
special knack for selling keeps
Tappan on the rise



Tappan President W. R. Tappan,
the third generation of success

*"One basket of beans, six bushels of corn, three
pounds of cornmeal..."*

Seventy-eight years ago the late W. J. Tappan sold his cast-iron cooking ranges the best way he could—often by barter. With his inventory packed into a wagon, he made the rounds of the Ohio River Valley swapping his stoves for fresh vegetables, plus whatever cash the thrifty farmers' wives would scrape together.

From this humble start, the Tappan Company has grown into the largest independent manufacturer of gas and electric ranges for the home.

Tappan has grown by inventing and marketing better products. It developed the more convenient, divided cooking top, the "see-through" oven door and the chrome-lined oven, which made cooking easier and got better results. More recently, Tappan brought out its "Fabulous 400" which it called "the first new step in range designing in 35 years." This space-saving range hangs from the wall or sits on a cabinet, the oven is at eye level and the burners recess like drawers.

Tappan's search for better methods ex-

tended to its advertising, too. As a result, it succeeded—in the middle of a prolonged recession for the rest of its industry—in setting new sales records.

How Tappan tapped the world's largest selling force

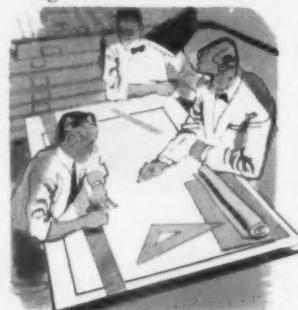
As much as two years ago, the appliance industry had slowed down drastically. People were in no mood to buy. And dealer enthusiasm, the very bloodstream of the appliance business, was drying up.

Sensing the buyer resistance ahead, Tappan asked its agency, Ketchum, MacLeod & Grove, to re-examine and strengthen its advertising program.

The advertising agency made one addition to the schedule. For the first time, it used the Reader's Digest—making the Digest the base of Tappan's national advertising.

Even before the advertising appeared, the Tappan sales force—a realistic, experienced staff that works solely on commission—responded enthusiastically and spontaneously. They expected great support from a magazine with the readership and faith of 35,000,000 people.

After Tappan offered its "Fabulous 400" and Gold Ribbon Ranges in the September Digest, this optimism proved more than

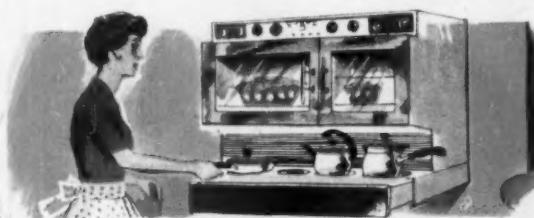




justified. Seasoned dealers—who handled the products of many companies—sensed a boom-in-the-making.

President W. R. "Dick" Tappan tells what followed:

"The Digest advertising in our new marketing program seems to be the ingredient that touched off a new sales climb. The Digest was the only magazine we used in September. Orders from dealers speeded up after that . . . and dealers even mentioned the advertising in their orders. By the end of 1957, our range sales hit an all-time record high . . . while appliance sales were generally down 10%."



The sales rise that followed Tappan's advertising in Reader's Digest was no coincidence—as 1958 showed. Last year, after experiencing the pulling power of the magazine, Tappan increased the frequency of its Digest advertising. By year-end, while the industry continued down 9%, Tappan sales shot up another 20%!

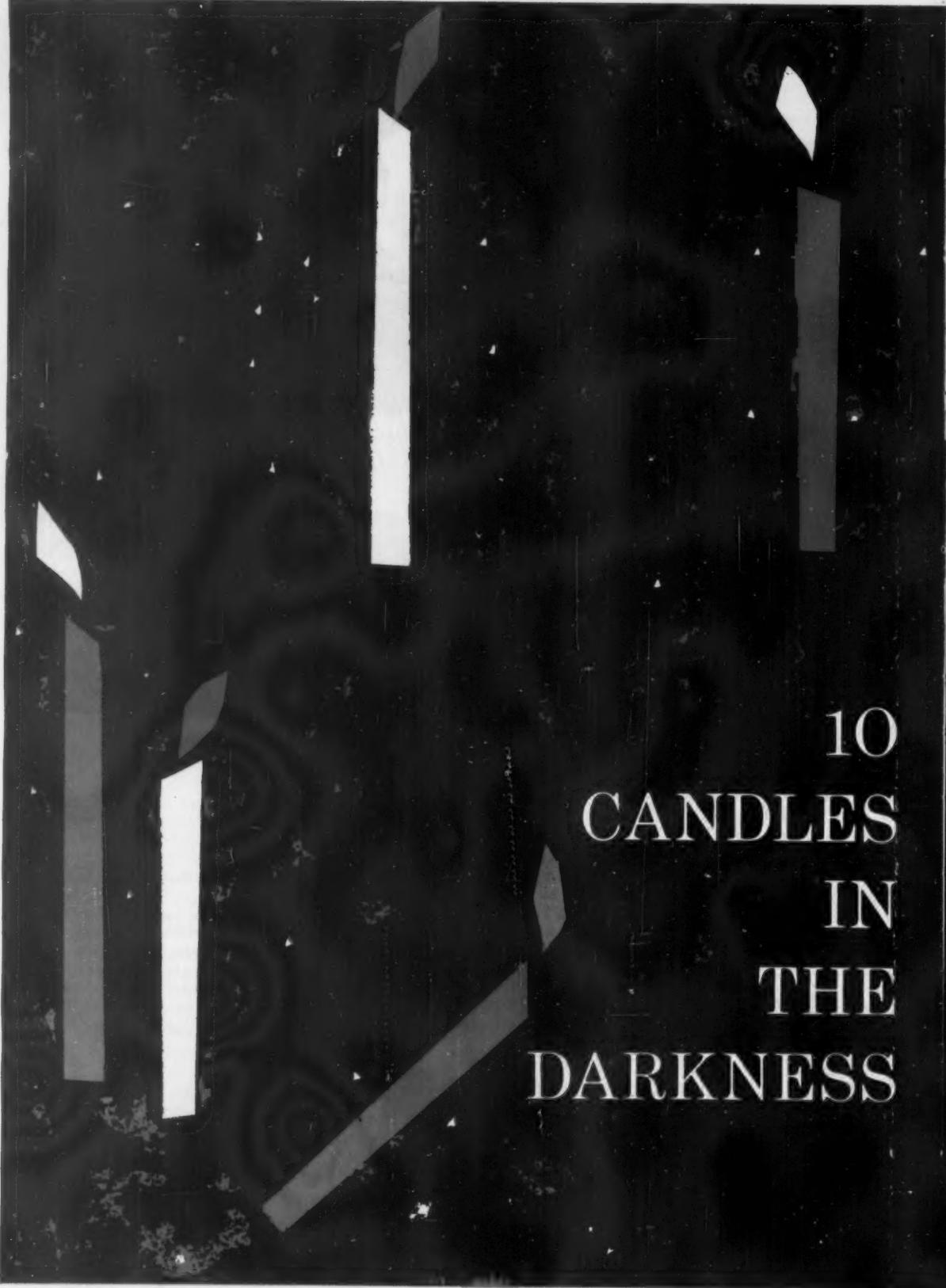
The Digest contributed four unique advantages to

Tappan's remarkable sales rise. Companies in many industries are taking advantage of the same four benefits.

- 1) **The largest proven audience that can be bought anywhere.** It is larger than any other magazine; larger than any newspaper or newspaper supplements; larger than the average nighttime network television program.
- 2) **The largest quality audience that can be found.** The Digest has more readers in every income, occupational, or interest group than any other magazine. And the higher the income group, the greater the Digest's share of the reading audience.
- 3) **Discrimination in the advertising accepted.** The Digest alone of major advertising media accepts no alcoholic beverages, no cigarettes or tobacco, and no patent medicines. It accepts only advertising that meets the highest standards of reliability.
- 4) **Belief in what the magazine publishes.** People have faith in Reader's Digest, in its editorial and advertising columns alike. In Reader's Digest, you reach the best part of America—intelligent, prosperous families whose enthusiasm for a product can insure its success. And you can do it economically and effectively.

People have faith in
Reader's Digest

*Largest magazine circulation in the U. S.
 Over 11,750,000 copies bought monthly.*



10
CANDLES
IN
THE
DARKNESS

Crosley Broadcasting Corporation.

SALES MANAGEMENT



You won't find our ten birthday candles on a cake. Instead, you'll find them scattered out there in the darkness—wherever they are needed to make some lives a little brighter.

Because our ten birthday candles represent not only our ten years in television—but more important, our ten years of public service in television.

For it has long been the principle of the Crosley Broadcasting Corporation that a Television Station or a Radio Station must be truly a good neighbor in its community—by putting public service above all other considerations.

So on our tenth birthday at WLW-C Columbus and WLW-D Dayton, we don't look back, but forward to the many ways in which we can continue to fulfill this public service responsibility in keeping with the tradition of the WLW Stations.

WLW-C
Television
Columbus

WLW-D
Television
Dayton

*2 of the 6 dynamic
wlw stations*

Here's the SURE way to ALL of the Big

Via circulation that stems from
no other source but a
MARKETABLE editorial product

THIS is the book that is edited for, 100% paid for, and read by the engineers and contractors who identifiably do heating, piping and air conditioning work . . . the ones who specify and buy. Singly, or in combination, these factors (shown above) purchase-control every job in the industrial-big building field. Your advertising in HEATING, PIPING & AIR CONDITIONING meets them face-to-face plus the leading wholesalers and OEM's. Pure circulation . . . responsible circulation! Don't settle for less. Choose HP&AC — well worth your advertising dollar because it has proved well worth the reader's dollar. • Highest quality 100% paid ABC circulation. • Leads in number of editorial pages. • Leads by over 2 to 1 in advertising volume. • Has more advertisers and is used on an exclusive basis by more advertisers. KEENEY PUBLISHING Co., 6 N. Michigan, Chicago 2, Illinois.



how many is too many?

First, I want to state that I am not an advertising man, but my reason for taking Sales Management is that I want to know as much as possible about advertising without becoming an advertising person.

We sell everything that is used inside a funeral home . . . Most of our sales are repeat sales.

We do a direct mail advertising campaign as well as advertise in trade journal magazines. We publish a monthly publication which gives technical information to embalmers and funeral directors, and when we send out this technical bulletin we also include in the bulletin direct mail advertising. We have as many as five of these double flyers included in each mailing. Before we used the double flyer, we used a single flyer or a flyer just half this size and sent five of them in each mailing. This technical information and flyers every third or fourth month goes to every funeral home in the United States. . . .

Some people are of the opinion that five of the single flyers, that is one-half of the flyer, is sufficient quantity to include in this third class mailing. Others think that we need five of the double-size flyers. Some claim advertising people say between three and five inclosures in a mailing is all that is necessary to obtain good returns. Others feel the more you offer a customer such as ours, the better opportunity you have of making a sale.

I am wondering if you have any opinions as to the number of pieces that should be enclosed in a third class mailing.

C. O. Brown, SM
East-Midwest Division
Funeral Division
The Champion Company
Springfield, Ohio

► Attention, Sales Management readers: Any suggestions? Send your ideas to Editor, Sales Management, 630 Third Ave., New York 17, N. Y.

tell us about us

Thanks for the tearsheet on Hawaii. [Sales Management, April 17 issue, "Today's Advertising."]

I'm basing an editorial on it to go in the next few days.

When your marketing figures on Hawaii come out, I'd be grateful if you'd shoot me an airliner on them, as we'd like to give them a real play, with credit, of course, to your excellent publication.

George Chaplin
Editor
The Honolulu Advertiser
Honolulu, Hawaii

sleds as bait

I was very interested in an editorial which appeared in your February 6th issue entitled: "What You Have to Do with Bait Ads."

In our well known Flexible Flyer line of sleds, we are faced with the same problem as is referred to in this editorial and would be very interested in receiving additional information relating to it, particularly are we interested in the adjudication of the suits that have been filed.

In order that our counsellors may keep abreast of this situation, would it be possible for you to inform me in which states these suits have been started and if possible the names and addresses of the attorneys who started them?

W. H. Adams
Domestic Sales Manager
S. L. Allen & Co., Inc.
Philadelphia, Pa.

► Suits in Minnesota, Washington, New Jersey, California, Indiana and Kentucky have been handled by Herbst and Herbst, 521 Fifth Ave., New York 17, N. Y., through local counsel. In most cases complainant, Necchi Sewing Machine Sales Co., has secured injunctions making further violators liable for contempt citations and fines.

six-month reserve program

It was with great interest that I read your April 3 feature entitled: "Which Comes First, a Sales Kit or a Gun." There seem to be some discrepancies, however. . . .

There is no mention in the story of the popular 6-month Reserve Program. This has proved the ideal answer to many young men plan-



SPECIAL...
Send for your free sample of Heinn's presentation covers.

The **HEINN** COMPANY
Sales Zone 7-E
326 WEST FLORIDA STREET
4004 MILWAUKEE 4, WISCONSIN



CHICAGO'S Executive House, a new ultra-modern 40-story skyscraper with drive-in garage, ideally located on the edge of the famous loop, introduces many innovations that add new dimensions to luxury hotel living. The Executive House sets new standards for America's most pampered guests.

Write for Colorful Brochure
Executive House
Dept. S 71 E. Wacker Dr., Chicago 1, Ill.
A. M. Quarles, General Manager

IN TROY SELL MORE WITH COLOR



Color advertising lineage in THE RECORD NEWSPAPERS jumped to 221,003 lines in 1958, for a spectacular rise of 650% in a year.

THE TROY RECORD and THE TIMES RECORD led the daily newspapers in color lineage in the Troy-Albany-Schenectady Metro Area, according to Media Records.

Newspaper ROP color can help you develop new business, build identification and generate immediate sales results. Samples of quality ROP color available to advertising agencies and advertisers. Write today.

**THE TROY RECORD
THE TIMES RECORD
TROY, N. Y.**

ning their scholastic or business futures. The man enlists in a Reserve unit of his choice, serves six months at a nearby camp (Fort Dix for New York City residents, for example), then returns to serve via weekly meetings and two weeks in the summer. His total time obligation is no more than that of the enlistee or draftee and he spends only six months away from home.

Would appreciate your informing your readers of this overlooked angle.

Edward P. McGrath
First Lieutenant
U.S. Army Reserve

we love our city

We were delighted to recognize the attractive picture of the Jacksonville skyline used in the Railway Express Agency ad on page 25 of your March 20 issue . . . in spite of the fact that the neon signs of some of our best clients were carefully concealed.

Eve Heaney
Account Secretary
Newman, Lynde & Associates, Inc.
Jacksonville, Fla.

problem we hate to face

Sales Management magazine (issue of March 20, 1959) had an article that interested many of our sales executives. That article was "The Sales Problem We Hate to Face" by Mr. M. J. Butler, Jr., sales promotion manager, The Diversey Corp.

We would like to put Mr. Butler's thoughts and words in the hands of our own salesmen and would appreciate your approval to reprint this article (with, of course, appropriate credit lines) and distribute it to our Sales Organization.

H. L. Hayward
Manager-Dealer Department
The Goodyear Tire & Rubber Co.
Akron, O.

Would you be good enough to give us 4,000 reprints of the article by M. J. Butler, Jr., the sales promotion manager of The Diversey Corp., that appeared in your March 20th issue?

Thomas A. Crowley
Assistant Sales Manager,
Hospital Division
Johnson & Johnson
New Brunswick, N. J.



**In Los Angeles, women who know
their onions shop first on First Street**

You can't fool a woman about food, or food buys, or the best place to find 'em.

Must be why The Los Angeles Times is currently carrying more than 90% more retail grocery lineage than the second ranking metropolitan newspaper... or, to put it another way, more than the third and fourth newspapers combined.

And retail grocery ads are a sure gauge of a newspaper's effectiveness. Women shop them... act on them now. This morning's ad moves merchandise, rings cash registers, this morning.

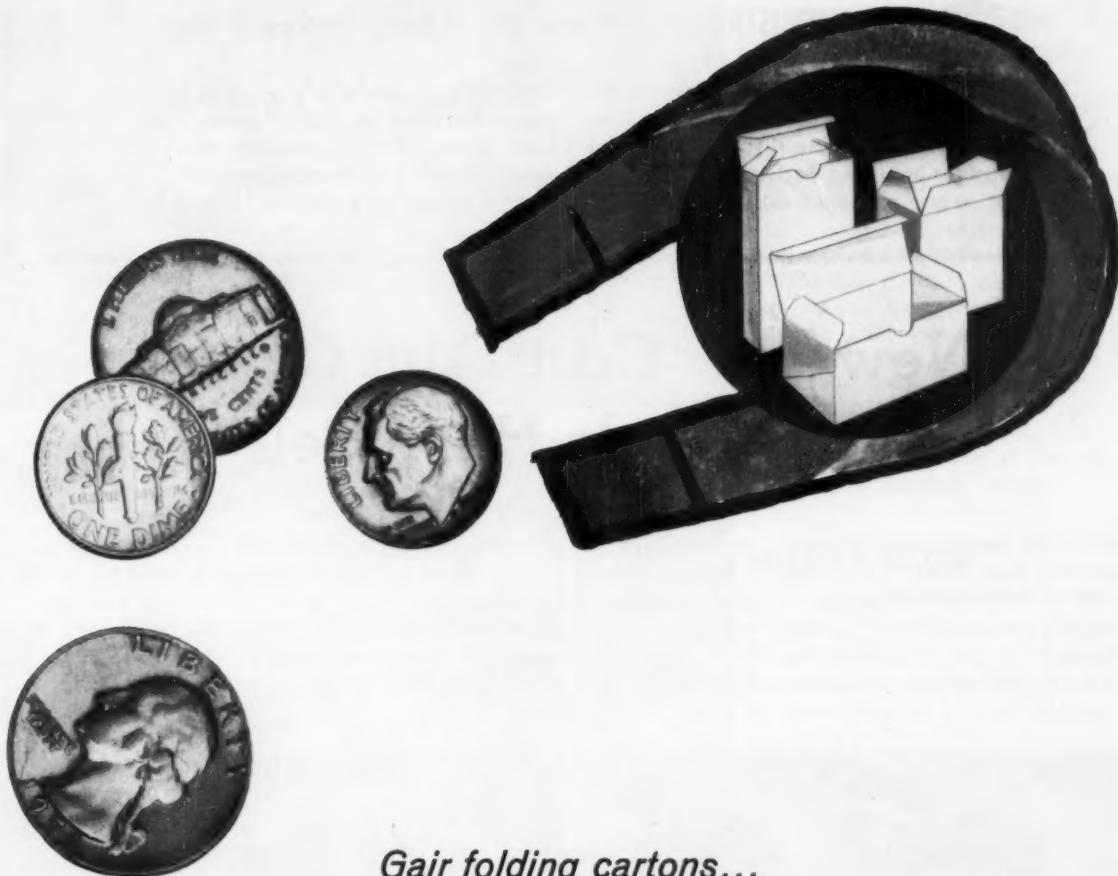
If you're a media man who knows his groceries, chances are your schedule already starts on First Street in Los Angeles. That's where The Times lives.

First in the nation's No. 2 market

Los Angeles Times

Represented by Cresmer and Woodward, New York,
Chicago, Detroit, Atlanta and San Francisco





Gair folding cartons...

**make your product the
big attraction in every market!**

When it comes to your customers—make a good first impression that lasts! And when you use Gair cartons, here's what goes to work for you: All of Gair's integrated services, including unparalleled research, vast timberlands, board and fabricating mills, and of course the most modern graphic and functional design facilities in the industry. *Buy the carton that's the big magnet in your market—call on Gair today!*



GAIR BOXBOARD & FOLDING CARTON DIVISION

CONTINENTAL © CAN COMPANY

530 FIFTH AVE., NEW YORK 36, N.Y.



CHEMISTRY . . . rich new vein of better packaging ideas

Packaging our gross national product has grown to be a fifteen billion dollar business annually. Why? Because there is a constant demand for improved packaging methods in almost every phase of business. At Dow,

packaging chemistry is proving to be a vital source for ideas on how to make more efficient packages at lowest costs. Some recent developments from the chemistry of packaging are shown here for your inspection.

New Low-Cost Film Gives Soft Goods Hard Sell

Soft goods manufacturers are benefiting today from Trycrite*, a product that wasn't even on the drawing boards a few short years ago. This is the result of taking polystyrene's well known advantages in rigid packaging and apply-

ing them in flexible film form.

Trycrite holds up under rough handling and retains its sparkling clarity without wrinkling . . . properties soft goods manufacturers have been looking for a long time. What's even more

important, this "breathing" type polystyrene film does its job at low cost. So low, in fact, that dozens of soft goods, meat, produce, baked goods, gift wrap and window envelope makers have become satisfied users in the past year.

*TRADEMARK OF THE DOW CHEMICAL COMPANY





NEW COATING

makes good films even better

Conventional plastic packaging films can now be improved for much broader application simply by the addition of SARAN resin coating. This product of Dow packaging chemistry reduces and sometimes eliminates certain limitations of such materials as polyethylene, cellophane, polyester film, aluminum foil. A thin coating of SARAN resin on packages like those shown here keeps flavor and freshness locked inside. SARAN resin also gives polyethylene bottles and tubes added impermeability to grease, oils, acids, bases, and many organic liquids and vapors. For extra performance and extra sales, you'll find the small extra cost of SARAN resin coating well worth adding.



TWO MORE PACKAGES WITH THE "BIG DIFFERENCE"

THE BIG DIFFERENCE Styron® makes in ice cream containers is visual. Not only do these shiny rigid containers look good, they let the natural goodness and quality of the product show through. One ice cream manufacturer increased sales 50% when he switched from conventional cartons to Styron.



Dow has geared the broad scope of its facilities and materials knowledge to serve industry's needs for better packaging. Perhaps some of the packaging ideas we're working on now would be right for your product, or your packaging problem. We'd be happy to talk to you about it soon.

THE BIG DIFFERENCE SARAN WRAP® makes in food packaging is tangible. This satin-soft protective film looks and feels good . . . makes customers instinctively reach for products. SARAN WRAP has sparkling clarity, low moisture-vapor transmission and excellent resistance to fat, grease and oil. It's the same wrap millions buy in the familiar green package for daily household use.

®TRADEMARK



DOW PLASTICS BASIC TO PACKAGING

Molding Materials • Films • Film Resins
Sheeting • Coatings • Expandable Beads

THE DOW CHEMICAL COMPANY

MIDLAND, MICHIGAN



"SECOND can be beautiful"

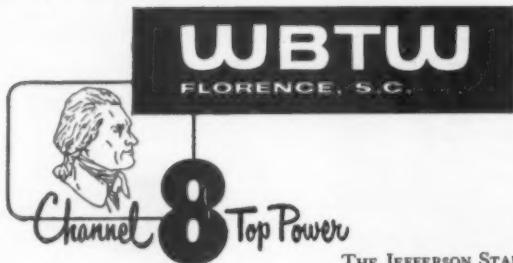
Bin Junior showed his hooves to every horse but one in the Carolina Cup race at nearby Camden and wound up with money and fame. Here each year over 25,000 people gather to salute spring, picnic, party, and sometimes watch the races in one of the nation's most colorful social and sporting events.

South Carolina's more than 2½ million citizens cannot possibly be covered by the first TV market stations alone. WBTW offers you easy access to South Carolina's second sociable million, united and made amenable to your message by first class television service, largely free from effective competition. Check NCS #3 totals for South Carolina TV stations. We'll make book you'll agree "Second Can Be Beautiful."

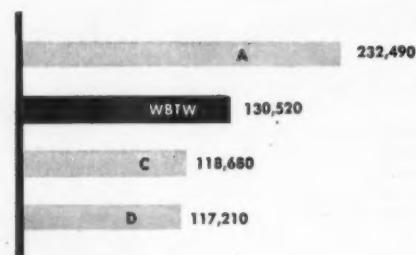


South Carolina's dynamic young Governor E. F. Hollings congratulates Tommy Walsh, rider of Bin Junior, in the 1959 Carolina Cup Classic.

Serving South Carolina's SECOND Biggest TV Market



THE JEFFERSON STANDARD
BROADCASTING COMPANY





May 15, 1959

-SM-

One of Today's Major Trends:

The Reshuffling of the Corporate Organization Pattern

New management units, new titles, new lines of authority, are reported from a wide front as boards and management committees seek new internal strength to meet today's competition and to achieve the bigger sales and profit goals of tomorrow.

It's going on everywhere: the remaking of the corporate organization structure.

It involves creation of new functions, consolidation of functions, separation of functions, new lines of authority.

In many, if not most, of these cases, marketing and sales, advertising and promotion are getting primary attention. So also are research and development.

Behind this movement is a whole complex of reasons. Among them:

Companies are just outgrowing their frameworks.

Diversification is creating longer and longer lines of products serving a wider and wider variety of markets.

Many a company, now in an advanced stage of production expansion, is facing an urgent question: how are we going to sell all we can make?

Costs have risen so rapidly that managements everywhere are

seeking ways to make outgoing dollars work harder.

With longer lines of communication, coordination has become a major problem.

The marketing concept philosophy is gaining wider acceptance.

The '58 recession created a sense of urgency for making organization changes (perhaps long contemplated) which would help business reverse the unfavorable trend.



The extent to which top management has been and still is preoccupied with study of corporate structure as a factor in attaining sales and profit goals (both short and long range) is reflected in scores of the new annual reports to stockholders.

The spread of the marketing concept idea for example, is exemplified in the reports of such diverse companies as Ward Baking, Endicott-Johnson, Spector Freight System, and Chemstrand.

Ward (net sales, 1958: \$104,593,714, slightly up over '57) tells shareholders that it has adopted "a fully integrated marketing approach." R. Arnold Jackson, president, says, "In recognition of the differences in the problems involved, and the objectives to be attained, in the distribution, sale and advertising of the company's bread and cake lines, the Marketing Organization and program were realigned to provide over-all marketing emphasis by product line. In keeping with this approach, each product line now has its own marketing group and program, as well as its own advertising agency . . . an accelerated program for the marketing of new products was established."

Endicott Johnson (net sales, 1958: \$134,553,027, down about 11½ million from '57) has created a new marketing division "to coordinate styling activities, better interpret consumer demands, and supply customers with additional service."

Spector (in 1958, \$43 million, record high with record profit) expanded a former sales division into a marketing division through the addition of traffic and market research functions. "New positions were established within the division to maintain top management's close relationship to customer and public relations activities."

Chemstrand (net sales, 1958: \$172,969,000, up 18% over '57), a leading maker of chemical fibres, is another company that moved additional functions into the marketing division. In-

cluded there now are market planning and development, applications research, and traffic, "in addition to realignment of and improved provision for other functions."

Chemstrand calls its structural revisions "a major reorganization." Two new top management posts were created, those of executive directors for Nylon and Acrlan. These men report to the president.

One move was made in the direction of simplification: consolidating of staff departments into three units and grouping of the manufacturing and engineering divisions and development activities into a single division.

Says President Edward A. O'Neal, Jr., "These organization changes are producing significant benefits to the corporation, and they should continue to increase the effectiveness of management members, both individually and as a team."

► The Coleman Co., which sustained a net loss of nearly a million dollars in 1957 (on net sales of \$34,876,000), reported a \$1,265,000 profit for 1958 on net sales of \$35,730,000. Sheldon Coleman, president, attributes the improvement to the new setup adopted in '58, one which established divisional organization. The company's various products are now grouped into a Heating and Air Conditioning Division, an Outing Products Division, and a Mobile Homes Division, each with its own specialized personnel. President Coleman points to "more power in our selling efforts" generated as a result of the shuffle . . . achieved "in spite of severe competitive conditions intensified by the price war which has plagued the heating and air conditioning business in recent years."

Marketing is much on the minds of top management at Bucyrus-Erie, one of the companies that is seeking "more flexibility and specialization of effort by the various divisions" through greater decentralization. The company sustained a sharp set-back in sales volume in 1958: net sales down to \$59,070,211, compared with \$88,252,683 the year before.

Chairman William L. Little and President Robert G. Allen report to shareholders that " . . . while adoption of new measures has been accomplished only in varying degrees, many benefits are already apparent. It is believed that ultimately the results will become even more evident in additional engineering and design achievements as well as greater sales volume. Great emphasis is being given to the promotion of our products and to a more intensive examination of our present and potential markets."

Another industrial, Alco Products, Inc. moved further toward decentralization. (\$138,369,000 in '58 vs \$160,628,000 in '57.) "Key among these moves was a change in Alco's marketing functions, which were made the responsibility of the two product-division vice presidents," the management explains. Objectives: "to better coordinate production, service and field-sales efforts."

Allied Chemical Corp. has created separate divisions to handle building materials, and plastics & coal chemicals. Other moves were made to strengthen the divisional organizations. Management reports that "In some areas there has been a consolidation of services—legal, traffic, accounting, credit—freeing the division management to concentrate on their prime functions of research, manufacturing, and marketing." (For Allied: \$635,500,000 in '58 vs \$693,100,000 in '57.)

Dresser Industries, already decentralized, feeling the need for more effective liaison between the parent company and the operating units, has created executive vice presidential and operating vice presidential posts to work directly with operating company managements and "to assist them in planning for growth." "This move," say the company's two chief executive officers, "has made it possible for Dresser top management to devote an increasing proportion of its time to the all important task of long range planning."

► Apparently any management theory has a point of diminishing returns. Not everyone is decentralizing. Some have found it more advantageous to integrate.

One example is Daystrom, Inc., which during the year pulled together under one management three of its divisions in the industrial instrumentation field. This is the why: "This important move was made to bring together the varied aspects of Daystrom's industrial instrumentation activity into a single strong unit. In sales, it permits the presentation of the entire group of industrial products and capabilities to customers. In engineering, the combination increases the internal exchange of technical know-how, and provides more efficient direction of development efforts. In manufacturing, accounting, and personnel functions, duplication of effort is being minimized and cost reductions effected through unification of facilities and personnel." (Daystrom's sales were up from \$75 million in '57 to \$82 million in '58, but net showed a decline.)

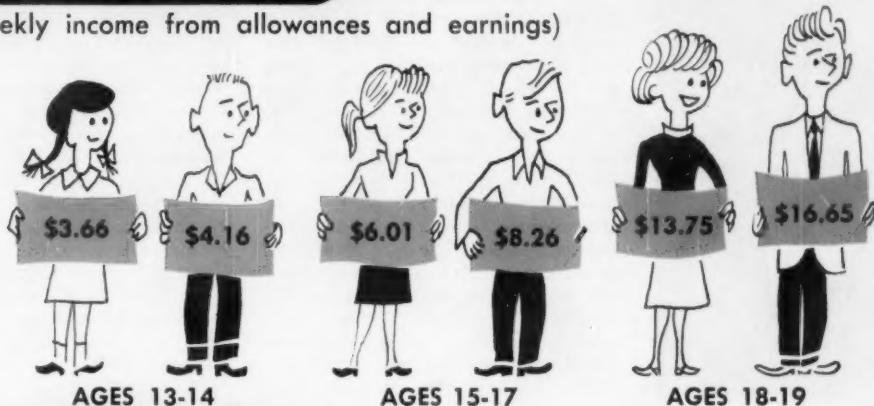
(continued on page 84)

—SM— MARKETING PICTOGRAPH

The \$9 Billion Teen-agers Spend

HOW MUCH THEY HAVE

(weekly income from allowances and earnings)

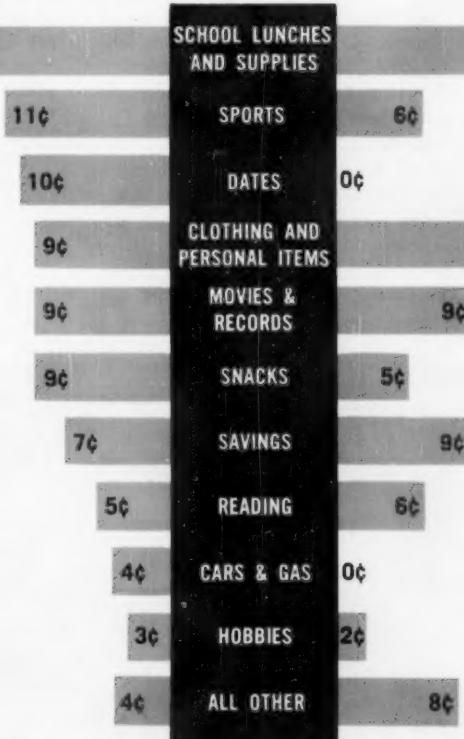


HOW THEY SPEND IT

(based on average teen-ager by sex)

BOY'S DOLLAR

29¢



GIRL'S DOLLAR

29¢

Source: Gilbert Youth Research

-SM- THEY'RE IN THE NEWS

BY HARRY WOODWARD



The Yankee Banana Touter

It took **H. Gordon Scowcroft** almost 20 years to discover it. "It" being that since people must eat, the food business is a pretty stable bet. And so, after a decade with Campbell Soup Co. (his last job there was director, marketing development), neat steely-eyed Scowcroft has joined the banana people—United Fruit Co.—to head its newly-created post, v-p in charge of marketing. If all this makes Scowcroft sound like he's getting on in years, herewith a salient point: He's 44. But he began work, summers, when he was a school boy and later tutored lads who weren't as smart as he. His first real job was as assistant to the head of the Department of

Business and Engineering Administration, M.I.T. And his first big-company job was with Lever Brothers Co. Most of his career has been bound up in market research. Before he went to Campbell's he was Lever's director of consumer research. (To this day his wife hates to take him into a supermarket: He breathes down the necks of housewives as they shop.) He was a member of the top marketing policy-forming committee at Campbell. Now this native New Englander is going home: He'll be at United Fruit's Boston headquarters where he'll work on long-range plans to keep United Fruit's stock in trade on your household's marketing list.

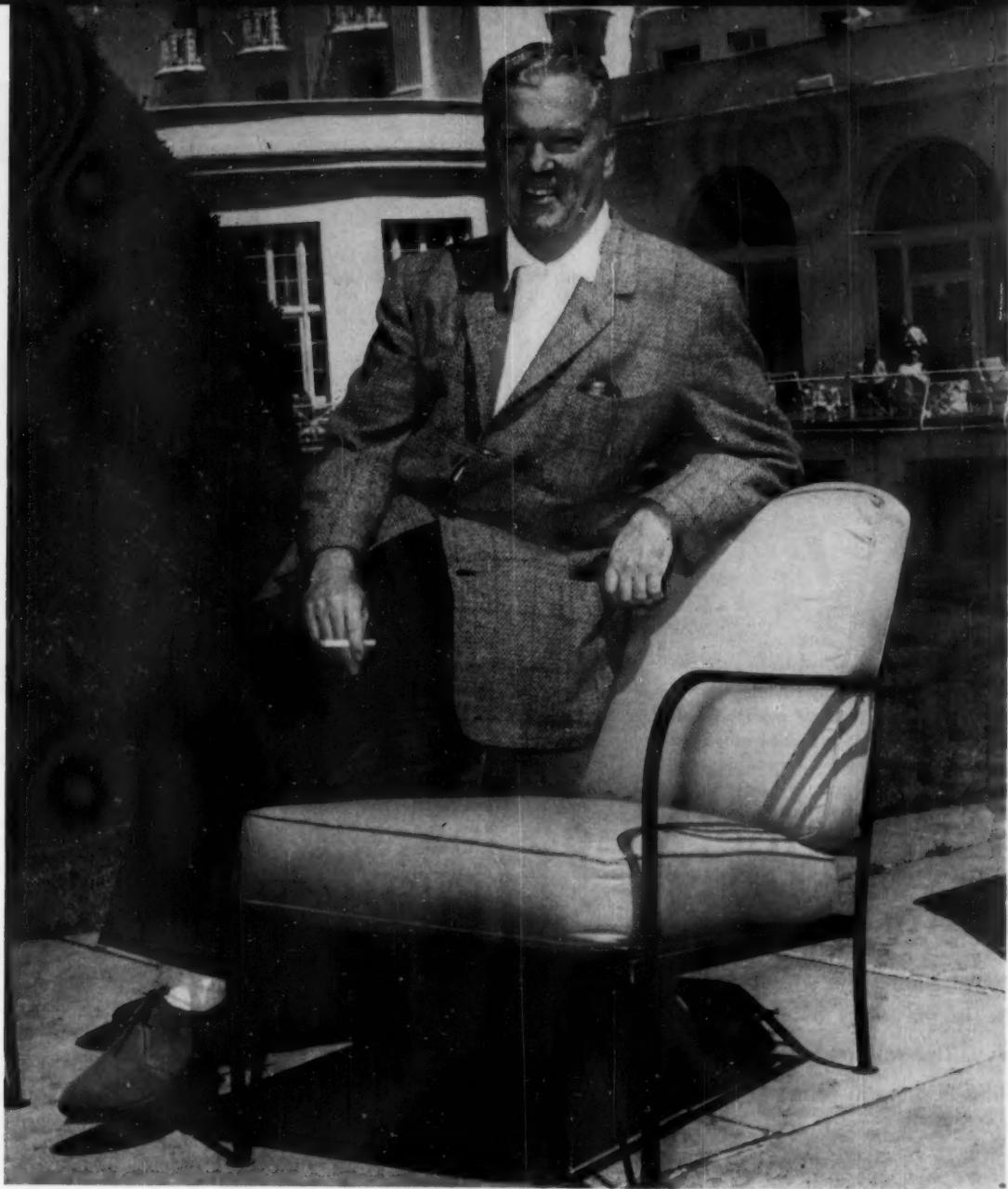
Meet National Business Publication's Chairman

... as **Peter M. Fahrendorf** takes over as Chairman of National Business Publications (famous for its "State of Nation" dinner, held annually in Washington, D.C., where NBP makes its home), the organization is thriving. But Peter Fahrendorf, a Missouri-born gentleman, like so many of his state's native sons, "has to be shown." He'll keep a canny eye on the activities of this big group of influential publications. He's president of Jew-

elers' Circular-Keystone and a v-p of Chilton Co., which publishes the magazine, and a Chilton director. . . . Fahrendorf started in retail business with the Campton Commercial Co., Ely, Nevada, a long way from Missouri. Later he was advertising manager for Brown Shoe Co., Inc. It was from this job that he moved into business magazines — as circulation manager for Chilton's Boot & Shoe Recorder. He's a former publisher

of Department Store Economist, Optical Journal & Review of Optometry. Strangely enough, he's a graduate of Missouri School of Mines—though he never planned to be a miner. The Fahrendorfs — who have ten grandchildren — have two sons, two daughters and live in Scarsdale, N.Y. They also have a home in Miami. Mr. Fahrendorf is a past president of Jewelers' 24 Karat Club of New York and a member of the American Gem Society.





Every Year: 100,000 Space Age Miles

Except for three years as president of P. Lorillard Co., Robert M. Ganger has spent his entire business life in ad agency work: Now he's earned his spurs. He's the new chairman of the powerful 4 A's, the American Association of Advertising Agencies. Intelligent, easy-to-talk-with Bob Ganger gets paid well for doing well as chairman of the board and of the executive committee at D'Arcy Advertising Company. Under Ganger's thoughtful direction it has nearly doubled its billings (despite such difficulties as losing the Coca Cola account) to \$59 million

in '58, a current rate 25% higher. He logs 100,000 business miles a year. Ganger was born in Greenville, Ohio, birthplace also of such luminaries as Norman Vincent Peale, Annie Oakley, Lowell Thomas. He always intended to be an ad man, went to Ohio State University and majored in marketing and psychology as a leg-up. Then he went to work as a trainee with Geyer Advertising, Inc., Dayton. It then had such accounts as National Cash Register Co., Frigidaire, etc., and young Bob worked in all departments—copy, research and contact. In '36 when

Geyer moved to New York, Ganger came along—as full partner. Later he went to Lorillard. Under his regime the company became the first manufacturer to get cigarettes going full blast in food stores (by using a wire rack display-dispenser). Ganger, who is also sometimes called the father of Kents, now smokes Marlboros. Late in '53, after a retirement because of illness, he bought an interest in D'Arcy . . . At 55 he'll direct the A.A.A.A. It's 33 years old, embraces more than 300 agencies which do about 80% of all national advertising.



"NEVER-NO, NEVER do we overload a dealer," says VP George Kinst (left in photo). Here a driver-salesman reports on introduction of new cookie. Company frowns on price lures to sell product.



SPECIAL PROMOTIONS PAY. Salesman can usually give dealer close estimate of potential sales and profit. Past accuracy adds value to predictions.

How Mother's Cookies Crumbled the Competition

The net of it: They safeguard quality and freshness. They are wise in the ways of advertising. They have point-of-purchase savvy. The salesmen know their turnover figures. And Mother's selling is done in terms of the customer's selfish profit interests!

Based on an interview with
George F. Kinst, Vice President and General Sales Manager
Mother's Cake and Cookie Co.

For those old enough and big enough to boast national coverage, not all of the most challenging competition comes from other "bigs."

The USA is full of small-and-medium-size companies selling locally or regionally, that out-maneuver and outsell the national brands in their markets. Except for the advantages that—at least in some cases—lie in shorter distances between factories and consumers, the smaller companies enjoy no competitive odds. They just do a better job of selling.

A case in point is Mother's Cake and Cookie Co., Oakland, Calif., larg-

est independent manufacturer of cookies west of the Mississippi.

In 40 years of sparring for position both with national brand competitors and other local firms, Mother's has gained first place in its oldest market, the San Francisco Bay Area. The company believes it sells 25 to 30% of the total market there.

In its newest important market, San Diego, which it entered 3 years ago to find its two oldest foes fairly evenly splitting the volume, Mother's, as of February 1, 1959, found itself tied for second place.

George F. Kinst, vice president and

general sales manager, says: "We're aiming at first place in the San Diego market and expect to accomplish this objective within three more years."

Add to this picture some general facts: Mother's averages about 30% of the shelf space in markets served by itself and its major competitors, who vary in number from four to nine.

Mother's sales during the last four years have increased by 60%. And in 1958, recession or no, it did the biggest volume in its 40-year history. "Our profit picture is good," Kinst adds.

The love of a grocer is hard to gain, as almost all suppliers will tell you. He is so besieged and beset by food and non-food manufacturers who want a few feet or even a few inches of the market's increasingly precious shelf or display space, that he becomes wary, skeptical, and hard boiled. How, then, is a company with but one product—cookies—able to win and hold the position Mother's now enjoys? And what makes its executives so confident that the company has the means of making still stronger inroads against competition?



STRICT CODE CHECKING insures proper stock rotation. The company's guarantee is iron-clad: "There's never a stale Mother's cookie on any grocer's shelf." Nor does Mother's tie up his warehouse space with any excess merchandise.

The answer: a program which gives constructive attention to every aspect of marketing, and which never forgets to see the retailer's problems from his point-of-view. It covers a lot of ground, beginning with quality control.

"Our first and most important sales tool is our quality control program," points out Kinst. "It doesn't end with the finished cookie." Beginning with laboratory testing of every ingredient used, it follows the cookie just about into the consumer's mouth. "We're not satisfied that the cookie we deliver is both good and fresh when the housewife buys it," Kinst observes. "We also try to do all in our power to assure its staying fresh for a reasonable time after it enters the home."

Quality safeguards start before baking begins. Purchases of flour, sugar, flavor essences and other ingredients have to meet high standards. Testing goes on during production and even after packaging. Cookies are sampled for flavor and aroma. They are broken to see how well their crunchiness holds up. Packages of each batch of cookies are subjected to varying conditions to determine their minimum shelf life . . . not under ideal conditions, but wherever they are to be sold. Chief Chemist, Cecil Penny points out: "A cookie that tastes delicious in northern California may undergo a change when sold elsewhere." The climates Mother's products have to consider

include the damp or cold ones of Oregon, the varying temperatures and humidities of northern and southern California, the heat and cold and dryness of Nevada and Arizona.

"No customer ever finds a stale Mother's cookie on a store shelf," is the company's unqualified claim.

Maintaining this record calls for a system of code-dating and stock-rotation which the company makes the responsibility of its corps of 120 driver-salesmen and 13 district managers working out of two divisions. The date from which a cookie package on the shelf of a store must be watched is known to these men as the "worry date." If left beyond that time it reaches the "sorry date." There are two safeguards against the threat of these two dates: 1. packaging, 2. Mother's distribution plan.

The company has always been packaging conscious. It was the first to use cellophane—back in the 20's when this was a precious material, imported from France, and kept in the safe at night. Packaging materials are much more versatile and available today, but Mother's takes none of them for granted. For example, the laboratory even checks the moisture content of the transparent packaging materials it uses ("Too much moisture anywhere can dampen cookie freshness"). In determining shelf-life of the product, a check is made also on the degree of fading of the ink on a package, to

make sure of lasting eye-appeal of the famous "passionate purple" packages.

Crucial to quality control is handling. "Our long-haul trucks are a part of our quality control," Kinst emphasizes. The trucks, bearing a family resemblance (in mauve and purple coloring and in design of advertising) to the cookie packages, transport the cookies out from the plant to the field, using a novel loading plan. Each order for a salesman in the field is loaded into its own wheeled rack at the plant. About four racks per salesman per week is the average. Minimum handling and elaborate mechanization for moving racks during transportation, provide safeguards against breakage.

Cookies leaving the plant between 4 and 5 p.m. on a given day arrive in Phoenix, Ariz. or Albuquerque, N.M. (two of the most distant territories) by 5 p.m. the next day. On the day following, they are placed on grocer's shelves by the field men.

Mother's is one of the few companies operating driver-salesmen route trucks to the grocer's door to sell cookies alone. "By thus specializing," points out Kinst, "we are able to do a better job for the grocer, helping him to increase his volume and profits." But in order to sustain such a program, the company must itself sell in volume. How does it gain the 30% or so of shelf space it needs . . . and usually gets?

► Grocer's are shown how Mother's saves money for them, then learn how the line can make money for them. The first phase of the program has three points which retailers see without much argument: 1. direct delivery of merchandise means they do not need to warehouse; 2. they do not need to spend a minute of their clerks' time on stocking or display and they are also saved the arduous task of pricing each package . . . 3. Mother's packages, unlike competitors', are all prepriced. With retail sales people getting \$400 to \$500 a month and even more, these are telling arguments.

Grocers know that cookies are a high profit item. On Mother's, they earn a margin of about 23.1% on the selling price, which compares with the more usual 8 to 12% on food items generally. So they are apt to be receptive to the use of promotional aids on this merchandise. Mother's driver-salesmen have a plan for each store, based on experience with that store and its clientele, the region, demand for the company's merchandise and that of competitors, and seasonal considerations. Each of the 120 driversalesmen (and the auxiliary distributors who operate like company men,

with same trucks and overall system) call on stores weekly or bi-weekly.

After checking shelves for "worry" and "sorry" date merchandise and removing packages approaching the warning period, the men write up the order in the store, fill it from fresh merchandise in the truck, and service the shelf completely, rotating merchandise and arranging the display. The men are trained in display techniques for the arrangement of merchandise in patterns of color and cookie type with proven "sell."

"This can't be done by the store's personnel," Kinst explains, "There is no mechanical set-up. Each man learns to adjust displays to the specific store, the region and seasonal pertinence and appeal."

Mother's sales techniques are in direct contrast to those of some of its competitors—whose salesmen are known as "book men." Such men go in, take the grocer's order and enter the order at their plant for delivery two or three days later. Often the grocer runs out of their brand during the interval. Sometimes these drivers stock the shelves, sometimes they do not.

► Mother's driver-salesmen are alerted to note any item that is not moving in a given location. By pulling out slow items and putting in fast ones they can definitely and demonstrably increase a grocer's sales per foot of shelf space, resulting in more profit to the grocer.

Mother's salesmen keep a sharp eye out for competing brands which are not selling. They are as familiar with the code dates of competitors as with their own and quickly spot drosses. It's pretty effective to be able to point to A or B's cookies, say, "You've had this . . . and this . . . on your shelves for two months, three months and it hasn't brought you a penny. Why don't you give the space to fresh cookies that MOVE . . . Mother's!"

"Cookies are sold on a ratio of shelf space available," Kinst points out. "We are always aggressively watching for an opportunity to get more of the shelf . . . the only way is to edge out competition."

The salesmen know this well. And in case any become inattentive or lazy, the district manager is likely to drop by a store and do a little code-date checking himself. No wonder the competing salesmen refer to Mother's men (of the "passionate purple package") as the "lavender hill mob"! At times they feel surrounded.

Mother's stages promotions periodically which build volume and profit and leave the grocer with no heldover

stock. This last is important and almost unique. Many manufacturers offer dealers effective displays and promotion opportunities but sometimes fall down on follow-through and mop-up. Retailers have even been known to complain that they were left holding the bag. Promotions that will sell are just the beginning, as Mother's sees it. In addition, each salesman adapts a given campaign to the store. Mother's scores on its promotions in several ways: direct delivery and the close relationship existing between salesman and grocer makes it a simple matter to stage the promotion and put the merchandise in the store when the merchant wants it. Only specified amounts are delivered. It is not necessary to tie up any of the grocer's warehouse space.

Long experience with a given locality and store makes it possible for Mother's men to forecast what a display of a given size and kind will sell. So accurate are they that grocers trust them implicitly on this point. If the salesman says: "You will sell X number of cookies at Z profit in such-and-such a period," the grocer knows from his records of past performance versus predictions that he can count on it.

Special promotions usually run for two weeks. At the end of this period the salesman pulls out every package remaining of the special mass display so that the grocer will not have any excess merchandise on his shelves or have to use warehouse space. This contributes to the policy of freshness. It also builds and retains grocer confidence. "Mother's never countenances overloading a store," Kinst emphasizes, "or using a promotion to give a grocer more merchandise than he can sell while it is in good condition." Book men, on the other hand, are often guilty of this error, thereby forfeiting confidence.

► Merchants have convinced themselves that the company will not sacrifice quality to price. There is some hot price competition from competitors seeking an "in" or jockeying for more shelf space. "We suffer now and then—for short periods," Kinst observes, "but our undiminished quality, service and attention to the grocer's interests win out in the end. We can nearly always demonstrate in which direction his best profits lie." It is worth noting that Mother's selling prices are generally just a little higher than those of its two largest foes. Other competitors are the ones that try hardest to beat Mother's with price lures.

If the "lavender hill mob" does have a secret weapon, it's mainly serv-

ice. But no secret is the fact that Mother's is the largest advertiser of cookies in the West. The company does a thorough job of backing up stores in cooperative advertising arrangements. It also does substantial general advertising in newspapers, radio and television. In both cases a great share of the advertising is aimed at one objective: getting the consumer into the grocery store and motivating her to reach for "the cookies in the passionate purple package" on the shelf. The substantial budget (its figure is never announced by the company, whose financial details are not public property) is about equally split between sales promotion and media. "Mother's" stores are identified by name in commercials, usually when they are featuring a special display or promotion.

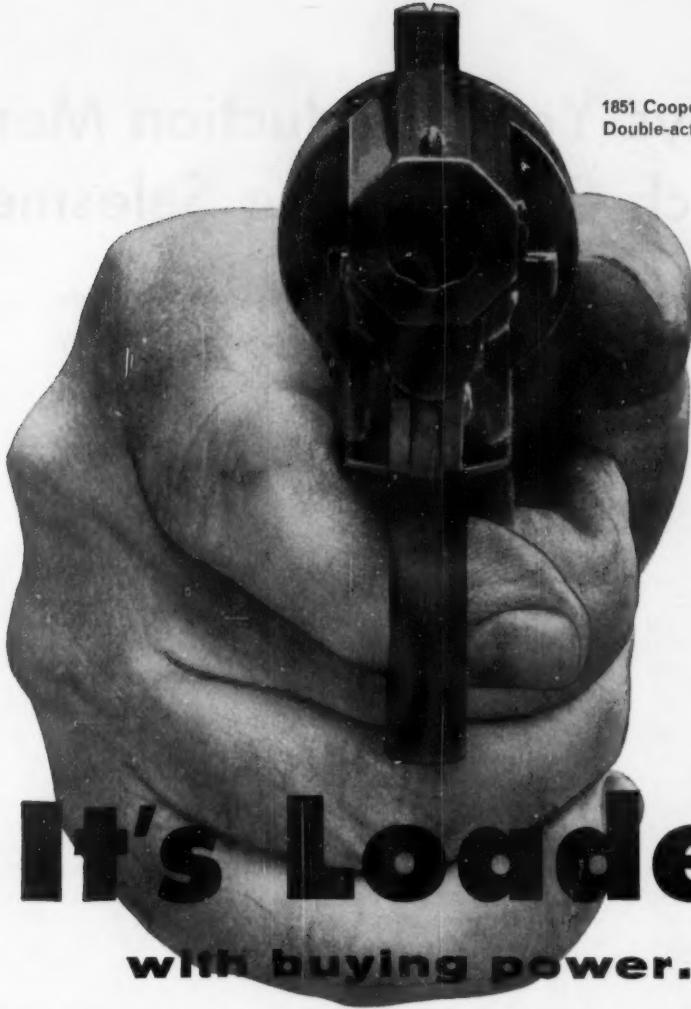
► Morale on Mother's sales force is high. These driver-salesmen are exceptionally well trained. They participate in certain policy-making meetings and have a say in the introduction of new items. They enjoy a fine incentive program and this plus a high guaranteed wage makes them one of the highest paid groups of driver-salesmen in the grocery field and the highest in the bakery salesmen group.

Contributing just as surely to their high morale is the fact that great pains are taken at head offices to spare them all possible paper work and leave them as much time as possible for their real job of selling and servicing. All salesmen's orders are written on IBM cards. A carbon copy given to the grocer is his invoice. This system, which Mother's pioneered in its field on the West Coast, besides facilitating work for the salesman, provides the merchant with a bill that is easy to read and understand and gives it to him instantly. It cuts down on errors, speeds up billing. At headquarters, it provides a speedy way of finding out the status of a route through accurate checking of volume of each item sold.

Due to the good morale, turnover in Mother's salesmen is nominal. "If it ever reached 5% in a year we'd think it high," says Kinst. "We've never lost a salesman to a competitor."

Also contributing to morale is the reputation of Mother's merchandise. Salesmen are proud of the fact, for example, that three recent top national prizes for "excellence of product" were awarded to the company by the baking industry's Technical Institute of Chicago. When production manager Maurice Affleck was asked why he sent in only three entries, he answered: "There were only three prizes." ♦

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Double-action, Percussion Revolver.



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If your aim is greater sales, line your sights on one of America's richest, most responsive markets, use the weapon that has demonstrated its effectiveness, and "fire." With family incomes 15.6% above the national average and retail sales per family averaging \$4,620 annually, you can't miss.† Write for full market data. Two powerful newspapers give you the firepower to saturate Metropolitan Indianapolis and to cover the surrounding 44-county trading area where "people buy more because they have more."

*THE 45-COUNTY TRADING AREA
THAT'S BIGGER THAN YOU THINK!



Population: 2,117,100
Income: \$3,740,248,000
Retail Sales: \$2,472,792,000
Coverage: 56.4% By
The Star and The News

† Sales Management, Survey of Buying Power, 1958



STAR
NEWS

KELLY-SMITH COMPANY • NATIONAL REPRESENTATIVES

10 Ways Your Production Men Back Each One of Your Salesmen

"An honest salesman will tell you that many sales are made before his calls," declares Barrett's sales chief . . . "Quality is still the best spur to 'word-of-mouth' advertising . . . the salesman cannot do it alone." He must look to production for help.

By JAY SIMPSON
Director of Sales
Building Materials Barrett Division
Allied Chemical Corp.

When I was a young man on the rocky playing fields of East Boston we developed some pretty good football players who later went on to fame in college and with the pros. There was one halfback who was potentially as good as any of them and he knew it. He began to let everybody know that he was the team.

One day the coach decided things had gone far enough. In a scrimmage against the lowly scrubs, guards failed to pull, tackles didn't charge, ends missed their assignments and our All-America hero wound up on his All-America backside play after play.

That taught me early in life that you're only as good as the rest of the

team allows you to be. The greatest salesman in the world will fall flat on his face if the quality of his product isn't up to standard. The production man, therefore, is not just some guy in overalls or a white coat who works in the factory. He's a member of the sales force—often unsung and unknown—but he can make or break the rest of the team.

Here at Barrett, 1959 is a year of big sales activity. In fibreboard ceiling tiles, for instance, we have recently introduced several new patterns. We are now marketing what we feel is a superior kind of sheathing for framing new homes. We have introduced new kinds of shingles. We

have upped our guarantee on built-up roofs from 20 to 25 years.

None of these or the other planks in our sales platform would be possible without the confidence we have in our production people. Some of the new sales developments were, in fact, made possible by outstanding production achievements.

As is the case with other companies, our plants are scattered in such separated places as Edgewater, N. J.; Philadelphia; Dubuque, Ia.; Chicago and San Antonio. But out of sight is not out of mind as far as our plant managers or other production people are concerned.

Last November and December all our annual district sales meetings were attended by representatives of the Production Department. They addressed each meeting and gave our men new insight into our products, an understanding that is serving as potent sales ammunition.

Early this year our plant managers and key production executives were in turn brought to New York for a meeting at which we salespeople spelled out our goals for 1959. We hoped that this information would give them an insight into our problems and help them do a better production job.

At this meeting, a list of ten ways in which quality production helps salesmen achieve their objectives was presented. Let's look at each point briefly:

1. Quality promotes a salesman's confidence and pride, maintaining his enthusiasm.

It's amazing how far enthusiasm alone will carry a salesman.

Jay Simpson of Barrett

The director of sales, Building Materials, Barrett Division, Allied Chemical Corp., New York City, is a two-company man. Jay Simpson was with Armstrong Cork Co. for 22 years prior to joining Barrett in June, 1958. Simpson's division has sales offices in New York, Chicago, Philadelphia, Birmingham, and Houston.

Barrett, one of Allied Chemical's seven divisions (Allied's 1958 sales: \$635 million, 29,000 employees) produces and sells: fibreboard ceiling tiles, insulation board and sheathing, asphalt roof shingles and roll roofing, waterproofing pitch, gypsum

wallboard, rock wool insulation, and plastic panels.





It would take 1,000 salesmen, making 10 calls each per day, more than 11 years to make as many face-to-face contacts as you get from 1 ad page in 1 issue of the Post. Alfred Politz' study of Ad Page Exposure proved: 29 million times each issue, someone turns to your ad page in the Post!

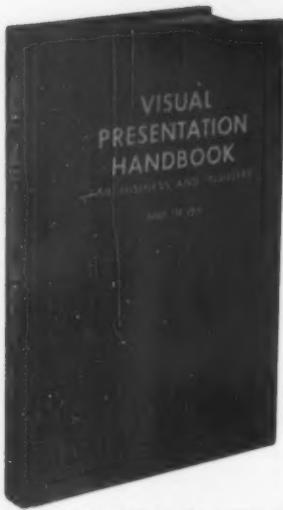
Isn't this the kind of selling you want your advertising to do?

A CURTIS MAGAZINE

The Saturday Evening

POST

Sell the POST-INFLUENTIALS
-they tell the others!



HOW TO SAY MORE IN LESS TIME AND WITH GREATER IMPACT

...that's a problem facing every busy executive of today. This book by J. De Jen who is recognized as a national authority on the subject provides a variety of tested answers on how to make every meeting pay bigger dividends. Embellished with well over 100 photos and drawings, it will serve as a convenient reference for planning your meetings.

\$3.50 plus postage and handling. If check accompanies order, we'll pay mailing cost.

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Learn all about the most economical national consumer market survey available. Quarterly mail interviews reach up to 20,000 representative families.



**NATIONAL FAMILY OPINION
INCORPORATED**
P. O. Box 315
TOLEDO 1, OHIO

I once encountered a securities salesman who was tremendously successful and astonishingly ignorant. His familiarity with correct English was slight; his supply of general information was meager; his knowledge of the company whose stock he was trying to sell was sketchy—and mostly wrong.

One day a prospect asked, "How much does this company have in the way of assets?"

The salesman replied, "I can't rightly say how much assets the company has, but I know this: It has a helluva lot."

He made the sale. Why? Because his tremendous faith in his company and his enthusiasm overcame his almost total disregard for the rules of English and selling. The history of selling is crowded with examples of men who sold because they had enthusiasm for the quality of their company's product.

2. Quality permits salesmen to combat price-cutting by emphasizing customer benefits of eventual lower cost and greater user satisfaction.

There's always the class customer who will stay with you year after year even in the face of a competitive price angle because he is assured of quality production. But beware his wrath if he ever decides the product has failed to live up to expectations.

3. Quality permits management to operate on a more profitable price structure and give the salesman greater job security.

We're all in business to make money—the sales manager, the salesman and the company too. Management sets its price scale according to many factors, including the cost of manufacture. Indifferent quality lowers production efficiency, and the subsequent rise in costs may be the difference between profit and loss. There's no security for salesmen in working for a company that doesn't make a profit.

4. Quality production keeps factory costs low and enables the company to sell at competitive prices.

You don't have to draw the salesman a picture here.

5. Quality production eliminates salesmen's time spent handling complaints and adjustments.

To the salesman, time spent selling the prospect is money because the more prospects he can see in a day, the more sales he can make. Anything that cuts down on the amount of time he spends during the week selling hits him in his softest spot—his pocketbook.

6. Quality production eliminates allowances that cut into profits.

The battle is only half won once a sale is made. When part of a shipment is returned because the customer is dissatisfied with quality, it eats into profits when the merchandise is replaced.

7. Quality production eliminates salesman's embarrassment by customers, with its attendant lowering of morale.

Nothing but nothing damages a salesman's morale more than listening to a valid customer complaint about quality. He's like the proverbial ballplayer in left field without a glove.

8. Quality production eliminates dissatisfactions resulting in lost accounts that require replacement and hinder growth.

Lost accounts are the bane of every salesman's existence. It's easier to land a new account than retrieve an old one. The true test of a successful company is its ability to hold on to old accounts while gaining new ones.

9. Quality production backs up advertising claims; lapses destroy confidence.

National advertising is a two-edged sword. It can convey a feeling of confidence in your products that broadens your base of sales. On the other hand, a customer who feels he has been "burned" by a product reacts to your ads like a bull to a waving red flag.

10. Quality promotes recommendations of your product to customers before the salesman calls to solicit business.

An honest salesman will tell you that many sales are made before his call. In the building materials industry, an architect learning about a product from another architect at lunch will be much more impressed than he will by the greatest sales talk in the world. The same thing is true among doctors, dentists, engineers or consumers. Quality is still the best spur to "word-of-mouth" advertising.

To sum up: The salesman can't do it alone. He needs help, lots of it, from the other members of the team.

The qualifications for doing a good selling job and doing a good production job may not be the same but there is one common denominator: Both need enthusiasm to perform best.

By welcoming the Barrett production men to our sales team, letting them in on our problems and recognizing the important role they play, we hope to kindle this enthusiasm all the way down the production line. ♦



"We build diesel engines"

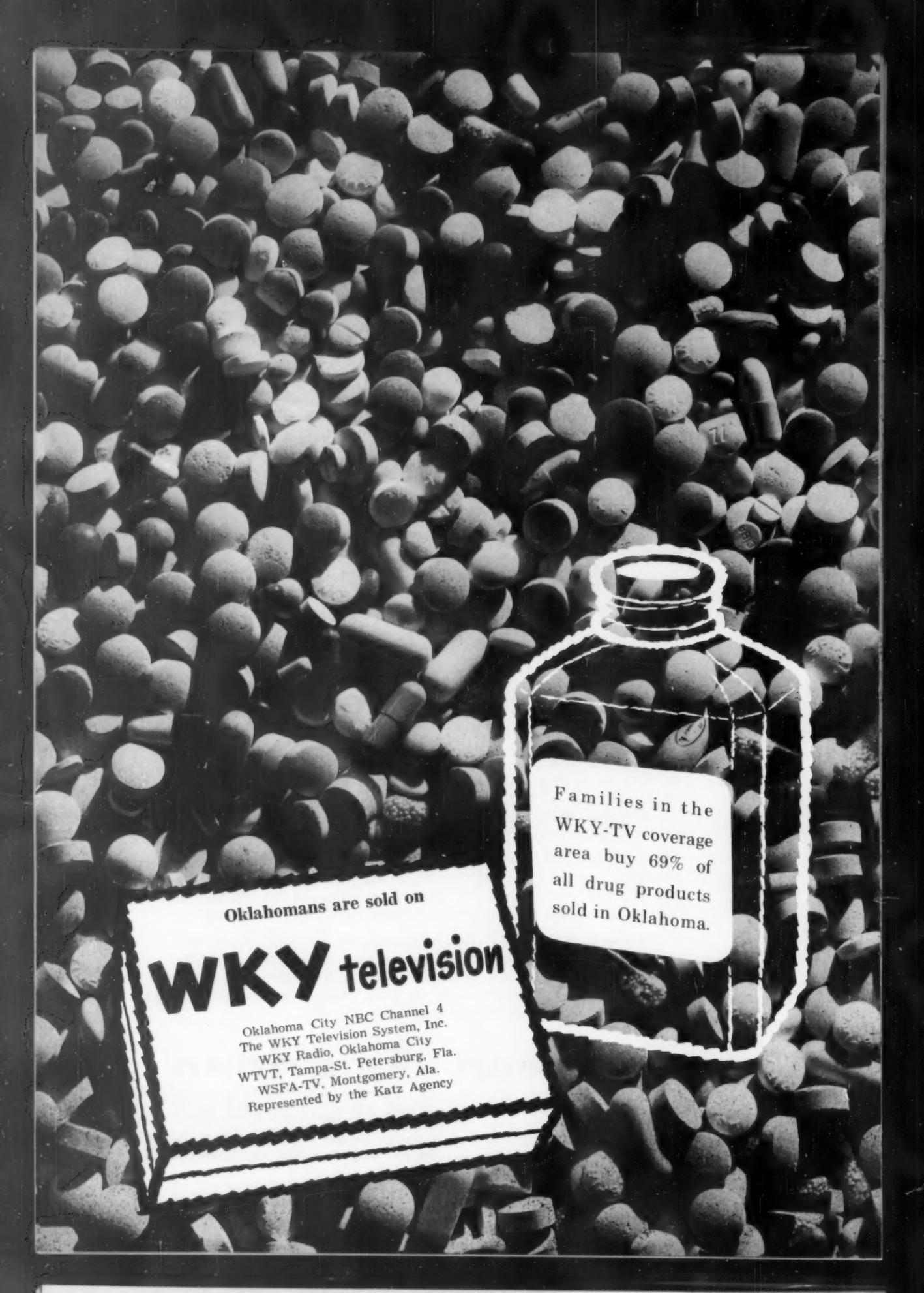
"We ought to be getting more output from this plant. When I spotted an ad for a turret drill press about a year and a half ago, I sold the front office on putting one in Bay 3. Right now, it's delivering more than double any drill press in the shop. This is the best proof I can give management that we ought to bring the equipment up to date."

That's the way that most Metalworking production men feel about their plants' performance. Because they supervise, plan and boss manufacturing in a \$120 billion field, men like our hypothetical but typical Don O'Regan must stay current — on equipment, materials, techniques.

This is American Machinist's job. As the magazine of Metalworking's production, it's written and edited for these key men. More of them subscribe to it than any other Metalworking publication. It's consistently regarded as the "most useful" magazine in the field. That's why Metalworking production engineers and executives are quick to say . . .

"I have to read *American Machinist*"

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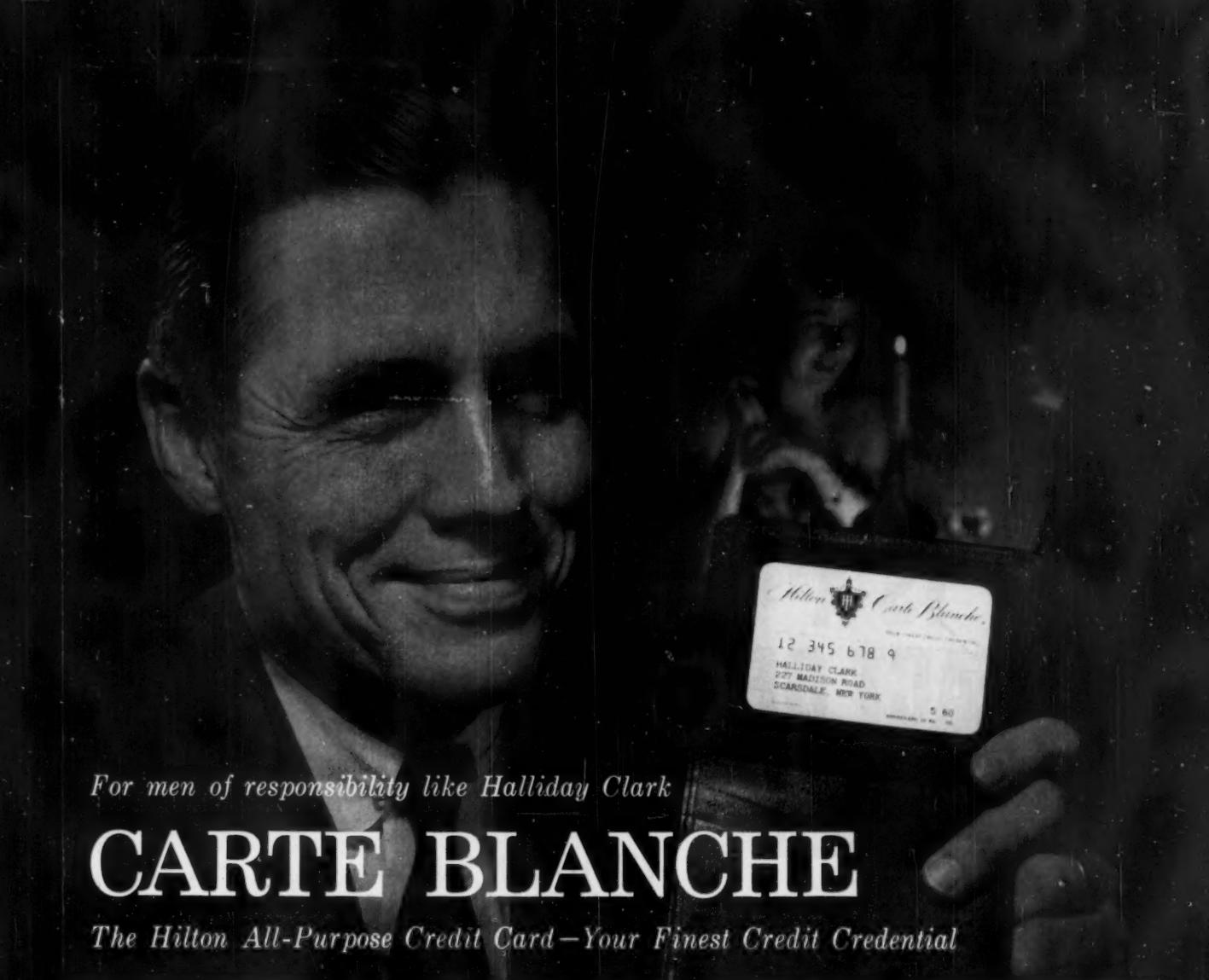
Oklahomans are sold on

WKY television

Oklahoma City NBC Channel 4
The WKY Television System, Inc.

WKY Radio, Oklahoma City
WTVT, Tampa-St. Petersburg, Fla.
WSFA-TV, Montgomery, Ala.
Represented by the Katz Agency

Families in the
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area buy 69% of
all drug products
sold in Oklahoma.



For men of responsibility like Halliday Clark

CARTE BLANCHE

The Hilton All-Purpose Credit Card—Your Finest Credit Credential

Mr. Clark dines at Emile's French Cafe—one of many fine restaurants in Atlanta, Ga., which honor CARTE BLANCHE

Halliday Clark, director of specialty sales for the Yale & Towne Mfg. Co., takes his established credit reputation with him wherever he travels. He carries CARTE BLANCHE* the all-purpose credit card reserved for men of responsibility. With CARTE BLANCHE, he can charge:

Hotel and motel accommodations around the world

Meals in quality restaurants and supper clubs

Gasoline and other car needs at 32,000 Mobil Dealers from coast to coast

Car rentals through Hertz Rent A Car offices everywhere

Purchases in fine retail and specialty stores

And many other services, including check-cashing privileges in hotels

*Trade Mark

All the fine establishments at which CARTE BLANCHE is honored—and honors you—are listed in the CARTE BLANCHE Directory, sent to all members. The Directory also lists the 55 offices of the Carte Blanche Reservation Service, where a single call gives you immediate confirmation of your reservation at Hilton and other selected hotels anywhere in the world.

Here is a truly comprehensive all-purpose credit card. But more than that, it is a credit *credential*, certifying as no ordinary card can that you are a man of responsibility, of superior credit standing. Today, one million men of responsibility hold CARTE BLANCHE. You are invited to join them.

Send for your application today. Simply fill in the coupon and mail. There is no charge for CARTE BLANCHE when it is used only for Hilton Hotels services. When you decide to use it outside of Hilton Hotels, then the annual fee is \$6.



CARTE BLANCHE
8544 Sunset Boulevard, Dept. S-93
Los Angeles 46, California

Please send me an application for CARTE BLANCHE.

Name _____

Address _____

City _____ Zone _____ State _____

LEADERSHIP

IS A FACT OF LIFE

LIFE'S CONTINUED LEADERSHIP among magazines is reflected in these advertising and circulation figures. Any way you look at it LIFE is the leader:

37% LEAD IN ADVERTISING REVENUE—In the first quarter of 1959, LIFE led all magazines in advertising revenue—37% ahead of the next magazine.

21% LEAD IN PAGES—In the first 17 issues of 1959, LIFE led all mass weekly magazines in advertising pages, with 21% more than the next magazine.

MAGAZINE	PAGES
LIFE	1077
SATURDAY EVENING POST . .	887
LOOK (9 issues)	409

183 NEW ACCOUNTS—During the first 6 months of this year, 183 new accounts are scheduled to run advertisements in LIFE.

SPACE ORDERS UP—Orders on the books for the first 6 months of 1959 are ahead of a year ago. And for the 3rd quarter, orders already show an 18% increase.

CIRCULATION UP—The April issues of LIFE are running almost 200,000 ahead in circulation over comparable issues of 1958. Subscriptions are currently the highest in its history—higher than any weekly or bi-weekly has ever achieved.

**Ford Motor Company**

These specially decorated glasses are available to dealers to use in their sales plans.

**Ohio State University**

uses boxed sets of this specially decorated glass for sale to alumni organization as a means of keeping interest high.

**Nooter Corporation**

uses sets of this glass as gifts to customers and convention souvenirs . . . good-will building gifts.

Your Trade-mark is right at hand when it's on a Libbey Glass

Put your Trade-Mark on a Libbey Safedge® Glass and it will be a point of interest every time the glass is used . . . a constant reminder of your name and service.

Whether multi-color or single color, your Trade-Mark will add to the appeal and beauty of the glass as a skillfully applied design . . . to last the long life of the glass.

Sets of Libbey Glassware decorated with your Trade-Mark are wonderful for sales stimulation, new product introduction or good-will building, souvenirs, commemorative gifts and many other uses. Nationally advertised, Libbey Glassware is always welcome, always appreciated . . . provides an ideal background for your Trade-Mark.

Put your Trade-mark in your customers' hands

SEND THE COUPON NOW FOR FURTHER INFORMATION ▶

LIBBEY SAFEDGE GLASSWARE
AN **①** PRODUCT

Premium Department, Libbey Glass
Division of Owens-Illinois, Toledo 1, Ohio

Please send me information about my Trade-Mark
on Libbey Glassware.

I am also interested in other special designs.

Company _____

Address _____ City _____ State _____

Name _____ Title _____

SM-5

OWENS-ILLINOIS
GENERAL OFFICES • TOLEDO 1, OHIO



-
- In the great state
- of Michigan
- there is only ONE
- morning newspaper—
- The Detroit Free Press
-
- and it is also Michigan's
- fastest growing paper!
-
-
-



For the past five years, new readers have chosen the morning Free Press over the afternoon papers by more than 2 to 1. And advertisers, knowing men and women read each Free Press page more thoroughly, have strongly increased their preference for the only morning paper. Your Free Press representative has full details!

Getting the New Man into Sales Production... Immediately

New salesmen who go out and sell—and then come in for training—are paying off for The Colson Corp. Result to date: No trainees lost, no customers disgruntled, and for managers as well as salesmen a new value in classroom sessions based on fact.

By ROBERT A. KELLY
based on an interview with
D. Fred Adams, Vice President, Sales
The Colson Corp.

Most companies find it necessary to provide a newly-hired salesman with some kind of formal training. After locating the water cooler, meeting several bosses and finding the men's room, a new man can usually depend on starting school his second or third day on the job.

For most companies, this system has worked out beautifully. For most—but not all. (If there wasn't an exception, we wouldn't be telling the story!)

"Today," says D. Fred Adams, vice president, sales, for The Colson Corp., "a new salesman for Colson goes straight into the field accompanied by (1) a short indoctrination from his district supervisor and (2) the regular salesman for that particular territory."

► A rather simply stated question, "What is the value of spending time and money training a man **before** he knows how this vast, newly-acquired store-of-knowledge relates to what's expected of him?" induced this sharp departure from the usual training sequence at Colson, one of the largest manufacturers of casters, institutional platform vehicles and hydraulic equipment (1958 volume: \$7,500,000).

"We know he'll have problems," Adams continues, "extremely frustrat-

ing problems, but we also know that he'll be back at us with a collection of meaningful, searching questions which reflect those areas in which he **really** requires training.

"Only after three to six months in the field will this man be ready to absorb the intense, technical education

rounding-off the new training program aimed at selling Colson products—all of them—and that means 12,000 varied, highly technical, often especially designed products.

"Of course, we don't send a fledgling to our best accounts. And, of course, he's not alone in the wilderness. The new salesman can always sit down with the district supervisor and receive close attention to his problems. In addition, he's traveling with a man who knows the business and the territory.

"As far as we are concerned," says Adams, "the fact that the new man is in the field familiarizing himself with our 'battleground,' learning our selling techniques from a pro and getting his feet wet, means everything is going according to plan."

The new man finds plenty of competition for available business, depending on which hat he wears. When he makes an industrial truck call, he is likely to meet his counterpart from Nutting Truck Co., Jarvis & Jarvis, Jakes Foundry Co. or The Fairbanks Co.

If it's casters, he is bucking The Bassick Co., Faultless Co., The Rapids-Standard Co., Inc., Bond Foundry and Machine Co., Darnell Corp., Ltd. and Albion Industries, Inc.

Adams: He Was the Extra

When Colson bought Service Caster & Truck Corp. it got a valuable piece of property in addition to the company. The "property" goes by the name of D. Fred Adams. He's 41, started being a family man early (he and his wife have three children; the eldest is 19). Adams began in the caster business as Service's production manager for defense contracts during the war. Since then he's been chief inspector, chief draftsman and sales engineer. Since Colson took over he's been general sales manager and now he holds the title of vp in charge of sales.

Lifting equipment business pits him against Yale and Towne Mfg. Co., The Raymond Corp., The American Pulley Co. and Lewis-Shepard Products, Inc.

While these companies mean plenty of challenge for the would-be Colson salesman, from all indications none of them train their men along Colson lines and this suits VP Adams just fine.

Sales Management asked Adams exactly where product-knowledge background fit into the training sequence.

"That's the reason for sending a man into the field immediately," he quickly replied. "He can learn Col-

son's selling techniques in the field—he will receive an intense product-knowledge education when he returns for the training cycle.

"In our business," he added, "there's not a chance in the world that a newcomer could digest, remember and put to good use, the landslide of material he receives in school. He just couldn't evaluate, or relate it to anything."

Says Colson's number one salesman, VP, Sales Adams, "We've found that the experience the Colson salesman receives in the field, during his initial three to six months traveling with a regular salesman, gives him just the

seasoning and questioning frame-of-mind that makes him ideally receptive to the highly technical training program that awaits him.

"The beauty of this program," Adams continues, "is the fact that it's not solely restricted to our own direct-employed sales force. We can, and do include our distributors' sales people. While their selling techniques differ somewhat from those of our direct-sales people, the product knowledge they receive is invaluable."

Prior to the new program, the newly-hired Colson salesman directly entered the training cycle where he had to digest a terrific amount of product background and, at the same time, a rather stort course in how-to-sell. Results were poor.

With 65 direct-sales people (14 of them currently comprising the first cycle of the new Colson training program) and 16 distributors employing over 150 salesmen, the new program bodes well to expand with each new cycle.

"An added benefit of the three-to-six-month baptism-of-fire," adds Adams, "is the fact that, following the training cycle, the weaker and less capable people drop by the wayside. When a man appears back at the plant after his session in the field, we're pretty darn sure he's here to stay."

COLOR CONSCIOUS . . .

that's the Columbus Dispatch

ROP color is a specialty at the DISPATCH . . . not a headache. The extra cost of preparation of ROP material is wasted unless this ad is entrusted to a newspaper that will do it justice. The DISPATCH is a national prize winner in ROP Color, and last year carried nearly 500 pages of color for over 150 advertisers.

If you are not already completely familiar with the COLUMBUS DISPATCH success story, investigate at once. There's a pay-off in sales waiting!

THE "TOTAL SELLING" MEDIUM IS THE DAILY NEWSPAPER

Optional combination rate with the morning Ohio State Journal now available.

Representatives:
O'Mara & Ormsbee, Inc.

Columbus Dispatch

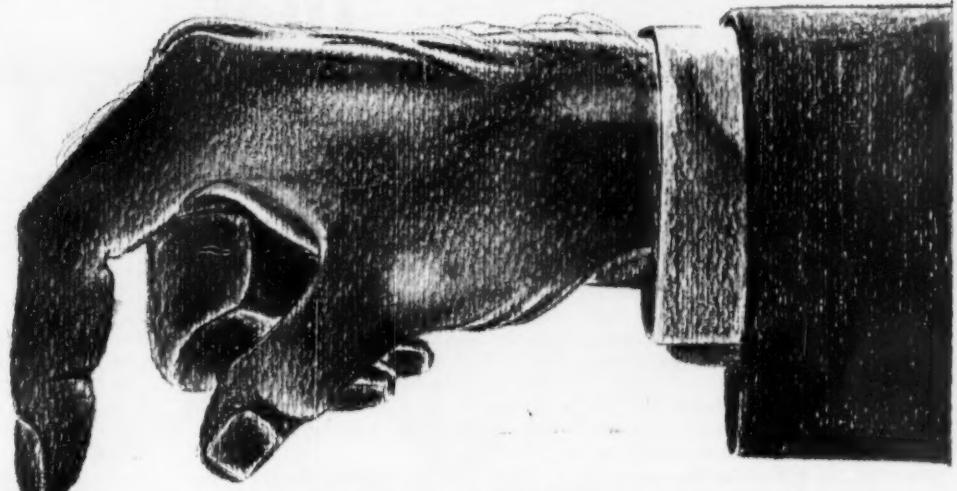
Colson: On Its Casters

In any history of America's industrial growth there should be a few lines about a young company that played a leading part in an important development. The company: The Colson Corp. The development: rubber tired wheels. Today Colson, located in Elyria, Ohio, makes over 12,000 different products, is known as a pioneer in the caster, materials-handling and institutional wheeled-products industries. The most important single product of this company, founded in 1885: casters, ranging from one inch in diameter to 18 inches. In '54 Colson bought Service Caster & Truck Corp. which gave the company a wide variety of hydraulic lifting equipment and a low-price gasoline-powered truck. Colson has five installations, distributes through company salesmen working out of 35 offices in leading cities.

*The Houston Post
gives you
more*

SELLING POWER

in America's fastest growing major market



*More families read The Houston Post Daily
Than Any Other Houston Newspaper*

SELLING POWER: You get it in The Post. Your ad in The Houston Post reaches 7537 *more families daily* than in the Chronicle — at the same line rate! The Post: 200,551; the Chronicle: 193,014. (For basis of comparison of circulation figures, see ABC Audit Reports for year ending 9-30-58.)

SELLING POWER: The Post, Houston's *only* morning newspaper, gives you greater exposure. Surveys show that people read The Houston Post longer than any other Houston newspaper. Also, it is read more by both men and women

than any other Houston newspaper. Greater exposure means more **SELLING POWER**.

SELLING POWER: Today, more general and retail advertisers pick The Post than ever before. For the last five years The Post has led consistently in total advertising lineage gains. Since 1954 The Post's total advertising lineage has increased three times faster than the Chronicle's (Post five-year gain: 16.7% vs. Chronicle's 4.38%). In Houston, the South's largest market, use the dynamic **SELLING POWER** of The Houston Post. It pays.

THE HOUSTON POST

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT

W. P. HOBBY
CHAIRMAN OF THE BOARD
OVETA CULP HOBBY
PRESIDENT

MEMBER ABC

**From Moscow and Paris to
Geneva and Jericho -- From
Newcastle and Kimberly to
Charleston and Hyde Park --
From Tuscarora and Monti-
cello to -- Caliente and Alamo
-- The word is out!**

From the far corners of the Salt Lake Intermountain Market (and each of the above towns in this market), comes the call for Salt Lake's goods and services. Salt Lake is the hub and supply center for the entire market. Salt Lake's two great metropolitan newspapers blanket Salt Lake City and reach into each nook and cranny of the entire market — selling 1½ million prosperous prospects daily!



The Salt Lake Tribune
(MORNING & SUNDAY)
DESERET NEWS AND
Salt Lake Telegram (EVENING)

Represented Nationally by MOLONEY, REGAN & SCHMITT, Metro Comics Network.

"With 35 to 40% of production costs in most industries charged to materials handling, what our salesmen say is bound to receive a fair amount of attention from a prospect. The salesman had better know his business!"

At Colson, the salesman is paid on a salary and incentive-plus-expense arrangement. His incentive selling begins with the first dollar he earns.

Regarding the program's subject matter, Adams had this to say, "With these tried-and-true people at our mercy, we have a once-in-a-lifetime opportunity to expose them to every phase of the business with which we feel they should be familiar, and this is exactly what we do.

"We hit them hard with the basics of materials handling. We know our advertising efforts bear heavily upon their success, so we tell them how each campaign helps them to do a better job."

To prevent serious errors in judgment, which could jeopardize a prized account, Colson newcomers are required to study carefully the history of the accounts in the territory they will travel. "To date," Adams happily reports, "no serious mistakes have been made. We haven't lost or offended a single customer and, for that matter, we haven't lost a trainee either."

**there's
more
to
SALT
LAKE
than**



SALT LAKE

With plants at Jonesboro, Ark. (casters, liftjacks and skids), Elyria, Ohio (platform trucks), Somerville, Mass. (vertical hydraulic lifting equipment), and management headquarters in Chicago, Colson saw an ideal opportunity to banish the usual boredom present in many training programs—simply move the training cycle from plant to plant.

Two benefits appeared: (1) This would give the men a chance to see every phase of the Colson operation; (2) boredom would be no more, they just wouldn't have time.

► Planning for the first cycle began early in 1957. "We decided to divide each cycle into three 3-day phases, one phase to be spent at each plant. With the problem of getting the men to absorb the material still with us, it made sense to allow a 30-day period between each phase. In this way, the men would be able to carry back newfound knowledge to their territories, digest it and put it into practice before being hit with another highly technical presentation.

"Of course, we have to touch upon mechanics and order-entry falls in this important category. We let them in on how accounting methods affect their operation and, regarding how-to-approach-a-buyer, we put our own buyers on the rostrum and let them sound

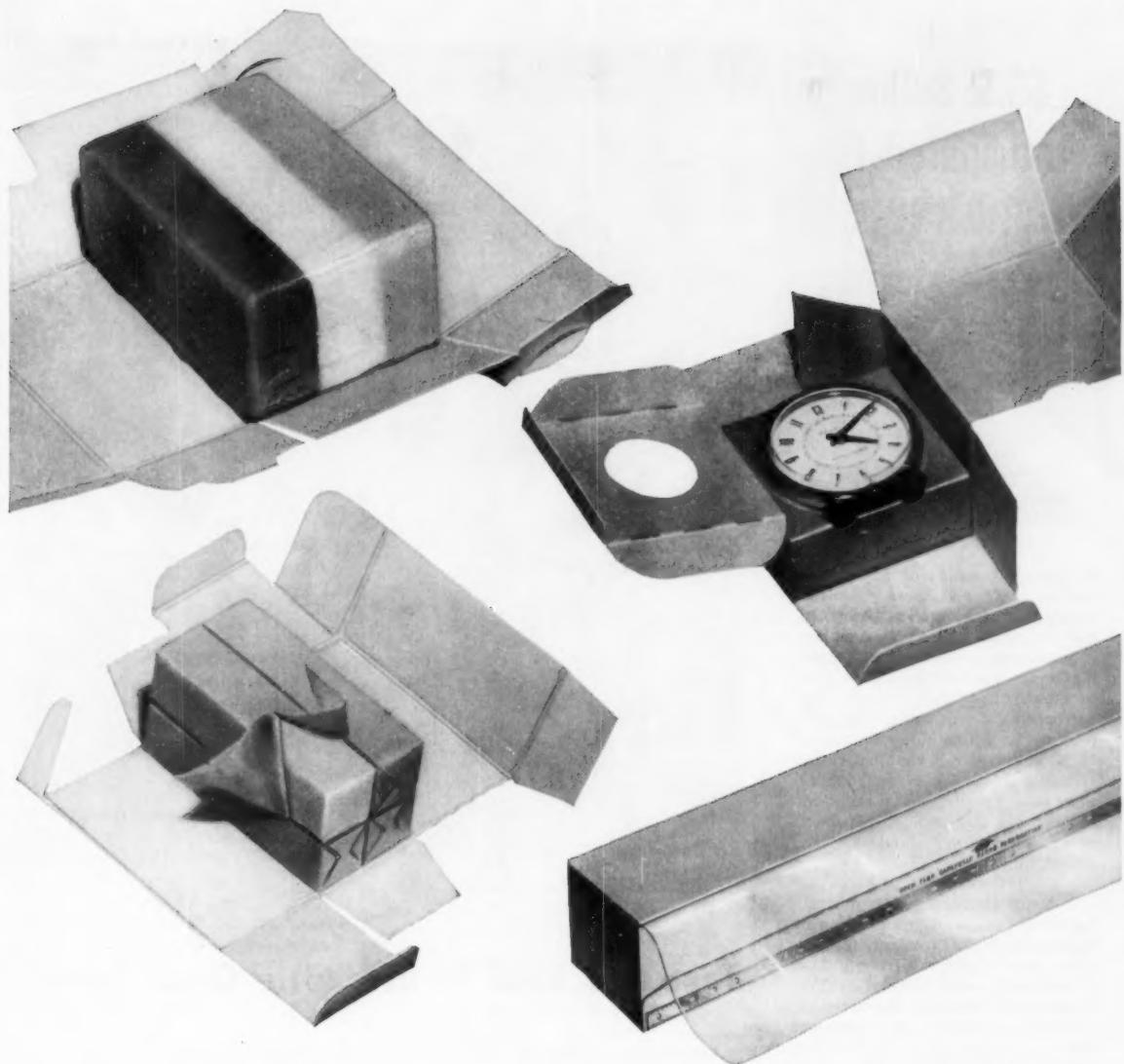
off about what they dislike in the way of sales technique.

"Finally," he adds, "we begin our product knowledge indoctrination. This is the real reason they are here. Now, with the field experience under their belts, everything begins to take shape in their mind. Our harangue means more than a moment of shut-eye. Questions, good questions, fill the air and we both profit from these sessions. When we hear the same requests and complaints too often, we know we have an area requiring special attention.

"We've found," says Adams looking mighty pleased, "that after that six-month 'gestation' period, our boys are sophisticated enough to ask an intelligent question and understand an intelligent answer."

With only the second phase of the first cycle by-the-boards, Adams reports gratifying results, "The activity of this first cycle has already been redirected to profitable channels. The men's call-reports, since they've returned to their territories, have shown amazingly increased activity. Why, one of them has sold more in a month than he did during the last six months of 1958.

"Let's face it," he concludes, "in the past, our salesmen scratched for the order as hard as anyone else—now they scratch where the corn is!" ♦



St. Regis makes boxes and boxes designed to meet your every need

From butter box to cutter box . . . from ice cream container to clock carton . . . St. Regis makes folding boxes for countless industries. No matter what the product or the nature of its packaging, St. Regis offers years of experience backed by technical skill and creative design.

Our engineers constructed a special clock carton that stepped up packaging time so remarkably, the manufacturer now saves \$52,000 yearly. When a wrapping film maker ran into consumer resistance, St. Regis redesigned his cutter box and sales went up! Another St. Regis specialty: *printing boxes* for top sales-appeal.

Why not avail yourself of these services? Whether you have a production problem, sales problem, or are

merely interested in "what's new" in folding boxes, call on St. Regis. There's a nearby plant ready to take care of your routine or special needs . . . to serve you promptly and well.

Crowell Carton Division, Marshall, Michigan
Dubuque Container Division, Dubuque, Iowa
Great Lakes Box Division, Cleveland, Ohio
Pollock Paper Company Division, Dallas, Texas

St. Regis 
PAPER COMPANY
150 EAST 42nd STREET, NEW YORK 17, N.Y.



\$5.5 Billion Anticipated Oil REFINING INDUSTRY Expenditures

Increasing demand for and utilization of more and more petroleum by-products, as well as continued increase in gas and oil consumption, is forcing processors to new spending levels. Current indicators point to expanded facilities through 1970. Petrochemical processing, now growing at a pace four times that of all U. S. industry, will continue capital spending as new uses and applications soar. Totally, capital expansion for the oil, gas and petrochemical processing industry should hit \$5.5 billion this year.

Industry purchasing decisions are largely the result of group action by hard-to-reach management, technologists and engineers. To sell them effectively means advertising in **PETROLEUM REFINER**, the technical workbook of the industry. Sixty per cent of articles published represent original work of these same men in industry whom you must sell. Current ABC paid circulation is a whopping 23,432 copies, with over 83% going straight to your prospects. Write for the industry's most complete Market Data Book.

**Greater Petroleum Coverage
Through Market Specialization**

PETROLEUM REFINER

Publishers of the
REFINERY CATALOG

GULF PUBLISHING COMPANY

World's Largest Specialized
Publisher to the Oil Industries

HOUSTON, TEXAS



Take Me Back to My Little Grass Skirt

Put away your lawn mowers men, this grass ain't for cutting!

These 11 sweet leianis mean business for Kaiser Aluminum's quilted foil, Del Monte Foods, Carnation Co. and eight other national grocery product manufacturers.

Their business: "The largest and most dramatic summertime promotion ever undertaken in the food industry."

June 26, Life magazine will carry a 28-page, full-color, Kaiser foil-bound ad insert announcing the "First Cookout Championship." Conceived by Kaiser Aluminum, this "For Men Only" contest is to focus consumer attention on all items used in outdoor barbecuing.

Outdoor male chefs all over the country will be asked to enter their favorite recipes, beginning June 26 through August 31. Winners (25 of them) will compete for a \$10,000 first prize at a Kaiser-sponsored grand championship "cook-off" in early November at Henry Kaiser's Hawaiian Village Hotel in Honolulu. Four runners-up will receive Willys Jeep Station Wagons (no mention of what happens to the girls).

In advertising and point-of-purchase material, Kaiser, Del Monte and Carnation will promote each other's products. And Kaiser estimates that the quilted foil used in the ad will be removed for home use by over six million outdoor chefs. The promotion will also be advertised in other consumer publications and on radio and television.

Other companies participating are Adolph's, Ltd.; Best Foods, Inc.; Campbell Soup Co.; The Gebhardt Chili Powder Co.; General Foods Corp.; The Gold Seal Co.; Hills Bros. Coffee, Inc.; The Squirt Co. ♦

The Need for Line and Staff Togetherness

A product sales manager often comes up through the line. He has won his post by virtue of his skill and knowledge in selling a product and its applications in order to produce maximum user-benefits for customers. Pulled into a staff job, he cannot help thinking of the problems of the line. He should think of them and of ways of solving them. That is a big part of his job.

As a staff man, however, it is his job to counsel and advise the line, just as it is his job to work with other staffs (such as advertising or product design) to get the sales support and the product features that the line needs to meet the established sales objectives. Yet habit is strong. His experience, the word "sales" in his title, and his place in the sales department condition him. The temptation is all but irresistible to give a salesman direct orders, or to step in and save a sale that a salesman is obviously doing everything possible to throw away. However, unless the staff man remembers he is staff and confines himself to making tactful and constructive recommendations and suggestions through channels, the line is going to be antagonized—and rightly so.

When line does not understand the value of staff to itself and the necessity of staff's advisory and control function to decision making, nothing is more natural than for it to think that the staff is a bunch of high-priced and useless riders on the gravy train who do nothing but spy and snoop and interfere with the productive work of the line.

When staff thinks line is a bunch of self-centered numbskulls with leather lungs and more nerve than a brass monkey—who get handsome commissions and lush expense accounts for taking prospects out to two-hour lunches and parroting what staff thought up for them to say—its attitude is bound to be a blend of envy and contempt.

It is up to management to start the improvement in line and staff relationships by educating and indoctrinating both line and staff regarding their own and their fellows' place in the scheme of things.

From "Line and Staff Togetherness" by Al N. Seares, President, National Sales Executives, Inc. Copies of the complete article are available from National Sales Executives, 630 Third Avenue, New York 17, New York @ 10c. . . . 12 for \$1.00.

REFINERY CATALOG

Sells this

HARD-TO-REACH

INDUSTRY

The complex nature of oil, gas and petroleum processing operations requires use of the group system for planning, recommending, specifying and buying. As many as thirty men may have a voice in the selection of an important piece of equipment. Strict safety precautions and industry security practice make it virtually impossible for salesmen to contact a large part of the buying team. To do a complete selling job you must provide the buyers with a convenient and usable catalog.

INDUSTRY PREFERRED

Preferred over individual catalogs by an overwhelming majority of buyers, **REFINERY CATALOG** is the only comprehensive, cross-indexed reference specifically for the oil, gas and petrochemical processing industry. Three hundred suppliers of hundreds of products and services use this effective, low-cost composite catalog to keep current sales literature immediately available.

UNMATCHED DISTRIBUTION

Permanently pre-filed in **REFINERY CATALOG**, your product data is always on hand at more than 9,000 buying locations, blanketing the industry's primary buying power. Your catalog will be in the hands of men in companies responsible for 98% of equipment purchases in this big market. Distribution lists are continuously maintained and checked with the companies to assure waste-free coverage.

CATALOGING METHODS

A helpful data book covering the **REFINERY CATALOG**, with recommendations for more effective cataloging, is available from the local Gulf office . . . or write Advertising Sales Manager for your copy.

Greater Petroleum Coverage Through Market Specialization

REFINERY CATALOG

Published by PETROLEUM REFINER



GULF PUBLISHING COMPANY

World's Largest Specialized Publisher to the Oil Industries

HOUSTON, NEW YORK, CHICAGO, CLEVELAND, TULSA,
DALLAS, LOS ANGELES, LONDON AND HANNOVER



Music and fun in the children's ward
—on Junior Red Cross Visiting Day.

One "Youth Gang" we need more of...

Rock 'n rollers? That's right. *Rock 'n rollers in a children's hospital.*

The three "gang members" are Junior Red Cross members who've taken an afternoon of their time to go to the hospital and entertain some little crippled kids. Reassuring, isn't it?

They do things like this all the time. Regularly. Girls and boys.

20 million of our sons and daughters make up Junior Red Cross—the largest youth organization in the country. Junior members take part in every one of the Red Cross service programs that

young people can help to carry on.

When disasters hit, Junior Red Cross volunteers help in many ways—as messengers, typists, canteen workers, information clerks. Many Junior Red Cross members have served with real distinction in disaster emergencies.

Through the *Gift Box Program* in their schools, Juniors send relief supplies to children overseas. Like all Junior Red Cross activities, this program is financed entirely by the Juniors themselves.

Friendship between children all over the world is fostered by the

Junior Red Cross correspondence-
album and art programs.

Junior Red Cross is at work every day, helping to build a strong, decent, responsible young America.

These are kids we don't have to worry about. Let's be sure they know they can depend on *us*.



On the job when you need it most



Height is also a measure of depth

7,250,000 rate base effective Oct. 31





"WE KNOW OUR ADVERTISING IN McGRAW-HILL PUBLICATIONS PAYS REAL DIVIDENDS"

"Industry is expanding so rapidly we cannot expect our field force alone to reach every buying influence," says Charles W. Lockhart, Manager of Sales, Heating and Ventilating Division, Buffalo Forge Company. "A well-planned advertising program tells prospects how our equipment can help solve their problems.

"We know that our advertising in McGraw-Hill publications pays real dividends in our selling efforts. Recognition studies have demonstrated that 75 years of continued advertising have effectively established our reputation. Our sales engineers find they have more time for product selling because the 'Buffalo' name is known."

IF WHAT YOU MAKE OR SELL is bought by business and industry, you "mechanize" your selling when you *concentrate* your advertising in those McGraw-Hill publications that serve your major markets. Your advertising there goes directly to the men who are making buying decisions . . . talks their language when they are in a business mood . . . clears your salesmen's time for making specific proposals and closing sales.



McGRAW-HILL PUBLISHING COMPANY, INC.,
330 WEST 42nd STREET, NEW YORK 36, N. Y.

6 STEPS TO SUCCESSFUL SELLING

MAKE CONTACT

AROUSE
INTEREST

CREATE
PREFERENCE

MAKE A
PROPOSAL

CLOSE
THE
ORDER

KEEP
CUSTOMERS
SOLD

MORE ADVERTISING HERE MEANS

MORE SALES TIME HERE

When a New Product Tangles With "The Old Way of Doing Things"

Ac'cent, a gourmet seasoning, has it made. So, International Mineral & Chemical Corp. has launched Sauce-Quik, a "roux." What's a "roux"? Merely the base of fine white sauces. It is being introduced successfully in 11 Western states, among hard-headed chefs who once scoffed at a commercial "roux."

On a recent spring day E. G. (Ned) Freeman, resourceful western regional manager for Ac'cent, rolled into the Denver market. He was there to sew up a 60-day introductory selling job on a new product—and he had to do the job in two weeks.

Why did Ned Freeman think he could accomplish this selling feat? Because in a test of his novel plan for introducing the product, called Sauce-Quik, in the tough San Francisco Bay area Freeman's telescoped time table not only worked perfectly, he sold 74 out of 83 of his calls. And they've become regular customers.

These are volume accounts, major factors in the institutional feeding field for which International Minerals and Chemical Corporation's Ac'cent division designed Sauce-Quik. To understand what Ned Freeman was up against in introducing this new product to his territory—11 western states, including Alaska and excluding New Mexico—let us take a look at the product, the prospective users, and the problems involved in getting them to accept it.

► Sauce-Quik is what chefs call a roux, the base for white sauce, consisting, in this case, of beef fat, pre-cooked wheat, milk solids, starch and mono-sodium glutamate ("Ac'cent"). Every good chef has his own roux pot, ready for the day's work. There is nothing uniform about even one chef's roux. Sauce-Quik's first selling point is that it is a scientific blend that always delivers uniform results.

The logical customers for the new product are such large feeding operations as in-plant cafeterias, schools, hotels, hospitals and other institutions. Restaurants, even smaller ones, have heard about it and are beginning to ask for trials.

When Sauce-Quik came to the West Coast last October, Ned Freeman, noted for his imaginative selling, spent

three weeks "finding out just what I would have to do to sell it . . . I knew this was going to be a tough proposition." Why?

There are two reasons: the place and the people. The West is still full of wide open spaces, with plants and institutions that appear on a sales manager's prospect list far, far apart geographically. And chefs, says Freeman, "well, let's call them proud people. Each thinks that his own product is better than anyone can manufac-

ture. And most are suspicious that manufacturers are trying to pull their jobs from under them."

After some prospecting, Ned uncovered his problem. "I found it was going to take actual physical demonstration in each and every case to sell the sauce base." That meant, going into the chef's kitchen, and with borrowed saucepan heating and stirring the sauce until it was ready. Freeman got it down to a 5-minute job . . . of real work. But here was only the base.



A TASTE TEST in the "mobile chef" proves a selling introduction for Sauce-Quik. Ac'cent salesman, Frank Goodner (left), shows William Haberle, Eggo Foods general manager how sampling can interest wholesale grocers and distributor salesmen in the new product.



The one magazine for
the men who make the
technical decisions...

on aircraft, missile,
spacecraft projects.



**the men
your men
have to sell—**

This man might be Project Leader, V.P. of Manufacturing, Chief Engineer or Test Engineer . . . you name it. But whatever his title he is representative of the technical management men who evaluate, specify, direct the purchase of the materials, components, equipment, systems that go into high-performance aircraft, missiles, spacecraft. These are the men who make the aerospace industry's *technical decisions*.

**Technical management men are
tough for your men to reach!**

But, SPACE/AERONAUTICS reaches these men . . . and more of them than *any* other publication. Only in SPACE/AERONAUTICS do they get the full range of detailed technical information they need to keep abreast of developments in their own and related technologies. That's why the editorial and the advertising in SPACE/AERONAUTICS are so well read. We would welcome an opportunity to show you the evidence.

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formerly Aviation Age

"This is the size we use for the Growing Greensboro Market!"



Write today for your free 1958
Major Markets Analysis Bro-
chure of all 280 Major Mar-
kets.

Sales Management Figures

It was up to the chef, or someone, to make something of it. Next step was to sell him, where possible, on adding his own inimitable touches to find out just how good the Ac'cent roux was. This accomplishment, a must for the sale, could be difficult with a busy chef.

► Part two of the problem, Freeman found, was the fact that you could get interviews with only three out of ten chefs. It's no use even trying to make appointments in advance.

Now, Ac'cent does not sell direct. Freeman's task was to introduce the new product, then turn it over to the wholesale grocery salesmen to sell. He wanted to know just what they would be up against. He found out. But he also found that once a chef had been convinced that the Sauce-Quik roux would not steal his job or spoil his sauce but simply save him time and labor, a steady customer might be made.

For the product is the first of its kind on the market. There are some liquid and powders for white sauce bases, but no roux.

Conclusion of the pre-preparation for the sale: a sort of mobile kitchen was needed which could be taken to the chefs to show them. But it was like: "If we had some ham we could

have ham and eggs if we had some eggs." Freeman had no mobile kitchen.

Then, our International Minerals & Chemicals man began thinking about International Harvester's new panel delivery trucks. He got on the telephone and found that International's Western sales manager for the truck division was one Dennis Harold Taylor. He called on Taylor and asked to borrow a truck. When Taylor heard Freeman's plan he cottoned to the idea. Together they got into International's demonstration truck and made a call—on an executive of Dohrmann Hotel Supply Co. in San Francisco.

Among International Harvester's customers are delicatessens, caterers and such. Dohrmann, in the same western territory, services similar customers with hotel and restaurant equipment. You'll have to ask Ned Freeman how he did it. Maybe he's some kind of a wizard. But the Dohrmann people promptly loaned him the necessary equipment and converted the inside of the panel truck into an all-stainless steel, electric, full-restaurant kitchen. For Dohrmann, it was a nice arrangement because it gave them the opportunity to display their latest restaurant kitchen equipment to the people Freeman would call on—who are all Dohrmann prospects.

Incidentally, the Dohrmann contact, like the International Harvester call, was cold—Freeman had no previous personal association with either firm.

Some canvas signs fixed to the side panels and back end of the truck—"Sauce-Quik Mobile Chef . . . Ac'cent International"—and Freeman was ready to roll. Since the borrowed truck was an International demonstrator, it had signs on it that did an advertising and selling job for that company, and also, by coincidence, for the Ac'cent project as well. Back-end lettering read: "Let us Demonstrate Today," and the sides: "Specialized for Lowest Delivery Costs!"

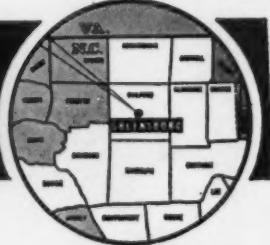
Accompanied by his two head salesmen, one from San Francisco, one from the Los Angeles office of Ac'cent, Freeman started out with his Sauce-Quik caravan on a two-week tour which included the entire San Francisco area, the East Bay and the Peninsula as far south as San Jose. Calls were made on a selected 83 top prospects.

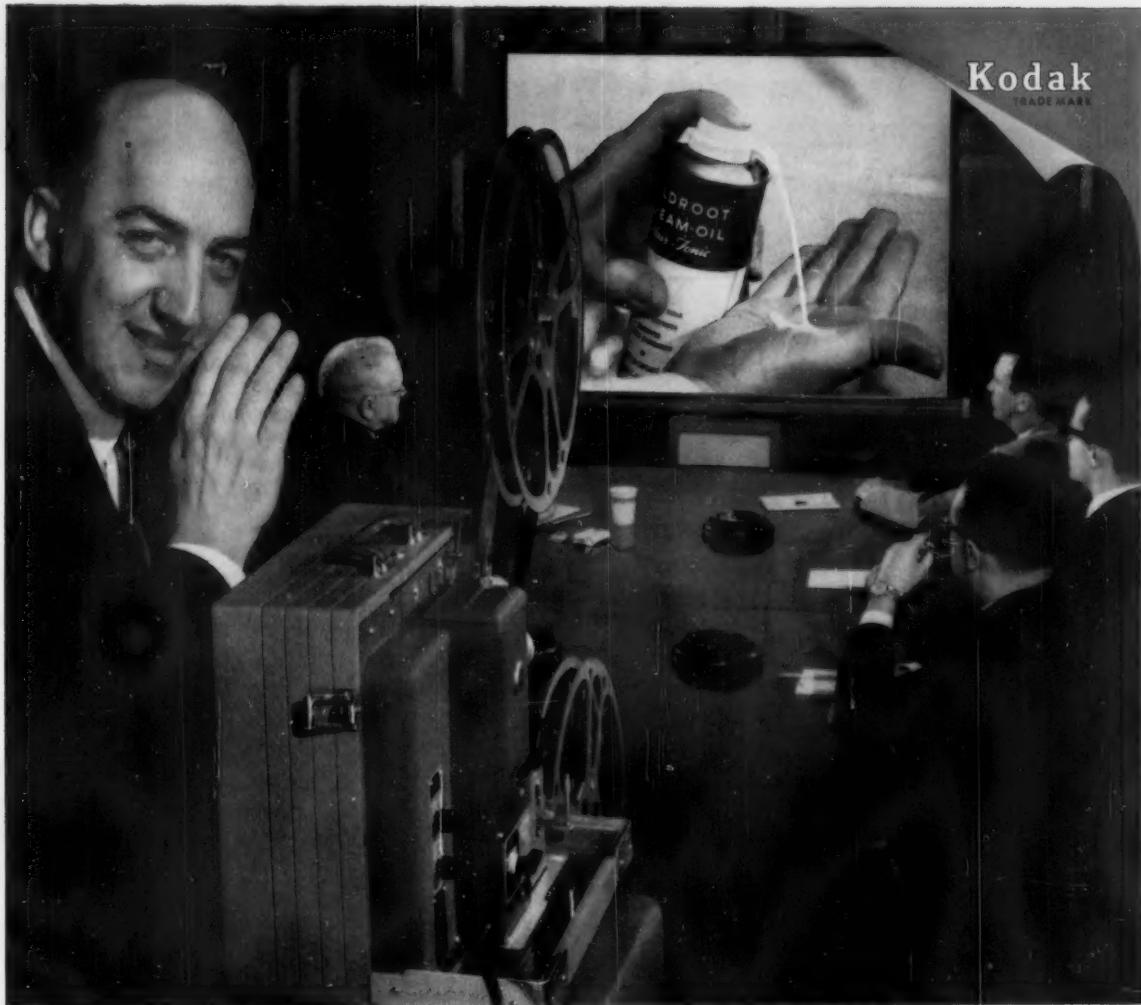
The procedure was, at 7 each morning, to fix five dishes in advance and place them in the steam table: chicken-a-la-king, clam chowder, cheese sauce, creamed peas and carrots, and a wine sauce. Whenever possible, the chef on whom the call was being made was

Business is better than ever in the South—particularly in the growing Greensboro market. We need only black ink because the sales outlook is so rosy. Greensboro is 1st in the Carolinas in per family sales, outranking Charlotte and Raleigh; 3rd in the South, outranking Atlanta, Jacksonville and Ft. Lauderdale; 6th in the Nation, outranking Detroit, Cleveland and Dallas. You can't miss when you tell your story in the Greensboro News and Record. Over 100,000 circulation daily; over 400,000 readers daily.

Only medium with dominant coverage in the
Growing Greensboro Market and with selling
influence in over half of North Carolina!

**Greensboro
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GREENSBORO, NORTH CAROLINA
Represented by Jann & Kelley, Inc.





A film preview by Holland-Wegman Productions, Buffalo, producers of TV, educational, industrial, and public relations films.

says movie producer Sheldon Holland:

"You see bright pictures even in half-dark rooms..."

"That's why we preview the movies we make on Kodak Pageant 16mm Sound Projectors.

"We can show our productions in their best light with these quiet-running projectors. They throw a crisper, spot-light-bright picture over every inch of screen. And the Pageant's bell-clear, powerful sound system flatters our film's sound quality at the same time."

See, hear, even operate a
Kodak Pageant Sound Projector yourself

Your Kodak Audio-Visual dealer will demonstrate any time you say. He'll show you why you see brighter pictures in half-dark rooms. (Pageant's Super-40 Shutter delivers 40% more light on the screen than ordinary shutters at sound speed).

One try is all you need to become an expert Pageant

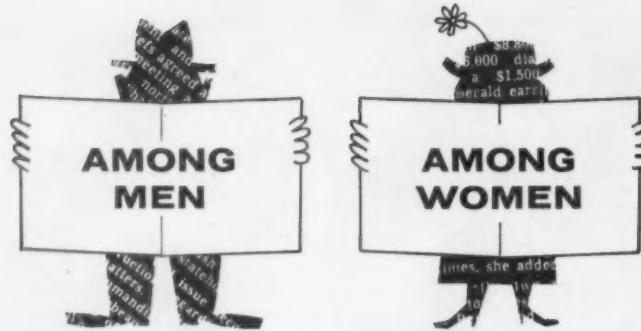
operator. Set-up and threading are simple, no confusing parts for you to attach or adjust. No lubrication records to keep. Pageants are factory-oiled for life. Require little upkeep even under punishing operating schedules.

Call your Kodak A-V dealer today or tomorrow for an early demonstration, or mail the coupon below to:

EASTMAN KODAK COMPANY, Dept. 8-V, Rochester 4, N. Y.
Please send me complete information on the new Kodak Pageant 16mm Sound Projector, and tell me who can give me a demonstration. I understand there is no obligation.

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ORGANIZATION _____
STREET _____
CITY _____ STATE _____
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Kodak Pageant Projector → **EASTMAN KODAK COMPANY, Dept. 8-V, Rochester 4, N. Y.**



Insured Readership

AMONG MEN because the Courier-Express is undisputedly Buffalo's leading financial and business paper—most complete in its sports coverage and first with final results of most sporting events.

AMONG WOMEN because its *daily* special women's pages and features have a particularly strong appeal to homemakers.

TOP COLOR available both daily and Sunday

Buffalo Courier-Express

Western New York's Only Morning and Sunday Newspaper

Member: Metro Sunday Comics and Sunday Magazine Networks
Representatives: Scolaro, Meeker & Scott
Pacific Coast: Doyle & Hawley

The man from Cunningham & Walsh



Portrait of the artist at work. In one respect, art director Nick Pappas is like all C&W creative, television and account people. He regularly goes out and sells behind a retail counter. These thousands of hours a year we work at the point of sale help our advertising make more retail sales all year 'round. Cunningham & Walsh Inc. New York • Chicago • Detroit • Los Angeles • San Francisco

brought out to the truck for a taste test of the prepared dishes or sauces. If he wished to see an actual make-up demonstration, an electric sauceman was plugged in and a pint of the sauce cooked for him.

The steam table was on wheels. If the chef could not be coaxed out, or if his duties made it impossible for him to get away for even a few minutes, then the steam table with its dishes was taken to him. In one instance, this meant going up 13 stories—to a large club dining room kitchen.

The record, within the two-week period, of 74 sales out of 83 calls is sufficient testimony to the success of the enterprise. Each sale represented a full case or more of the product, packed in two-pound cartons.

► Along with the calls on prospects, the caravan also introduced the new product to wholesalers and their salesmen who would be following up on sales to institutional users. At each call, the introductory job was simplified by the mobile demonstration unit.

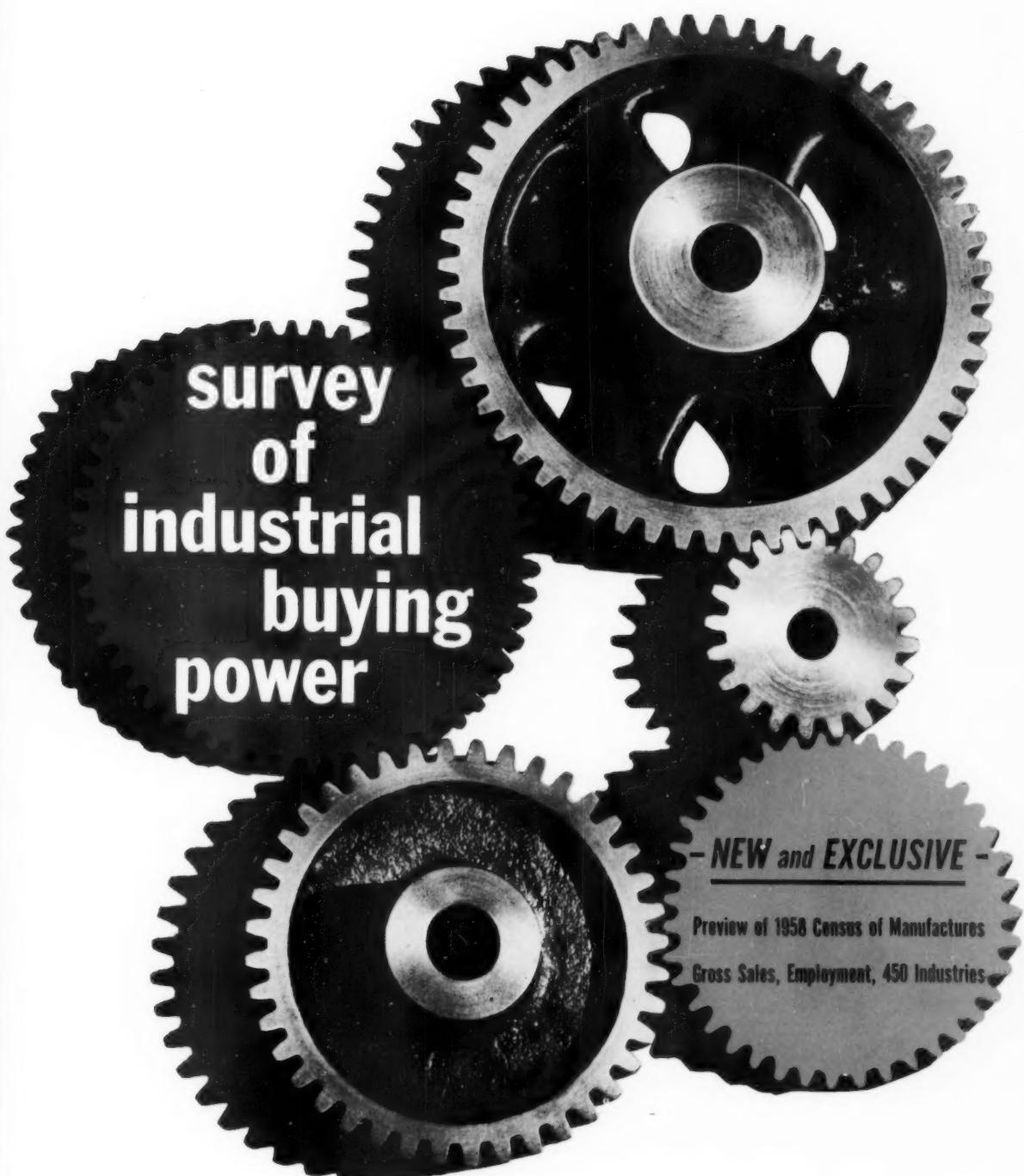
"All we did," says Freeman, "was to call for a general sales meeting of the wholesale grocer's men, drive up to their headquarters, and bring them into the Mobile Chef kitchen. There they became fully acquainted with the product and the method of selling it through demonstration. In suitable instances, advance appointments were made to bring key wholesalers' men in on the calls to the chefs. The same procedure was followed in bringing Sauce-Quik to distributors of restaurant specialties, such as Eggo Products, of San Jose. The demonstration unit simplified the introductory sales meeting.

International Harvester and Dohrmann did not have men along on the tour. But they are well satisfied with the advertising and publicity they obtained from it. Dohrmann actually sold 3 pieces of important equipment as a result of the contacts. Each of their items in the "kitchen" carried a price tag and necessary contact information. A price list of the trucks was carried on the tour and posted in the truck.

Freeman was delighted with his results. He figured that "to cover the same area with the same degree of success" without the demonstration unit would have required 60 days not to mention the accompanying expense involved. The truck and its equipment cost Ac'cent not one penny.

So here's why Freeman is starting on that Denver introductory tour with a two-week timetable and complete confidence in results. Next on the list for the Mobile Chef show is Los Angeles. ♦

.... coming—July 10 coming—July 10 coming—July 10



**survey
of
industrial
buying
power**

- NEW and EXCLUSIVE -

Preview of 1958 Census of Manufactures

Gross Sales, Employment, 450 Industries

accepted



applied

applauded

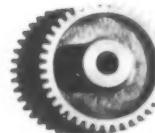
Those three verbs typify industrial marketers' reaction to the 1958 Survey of Industrial Buying Power, when **Sales Management** published plant & employment data by leading counties for 450 four-digit S.I.C. industries . . . information never before available.

Until then, industrial sales and marketing executives—in even the largest manufacturing complexes—were literally impoverished by lack of accurate, scientific measures to pinpoint industrial markets and estimate potentials.

Now, with the upcoming 1959 Survey of Industrial Buying Power, **Sales Management** will enable executives to reach an even more sophisticated level in programming precisely industrial sales, distribution and advertising dollars:



—A preview of the 1958 Census of Manufacturers, with gross sales and employment for 450 S.I.C. industries. The new S.I.C. code—how and why the Bureau of Census revised the code . . . the reclassified industries . . . the 195 new industry definitions . . . new industries added. **Sales Management** is the only published source for this information.



—Coupled to the revised coding, **Sales Management** will present national 4-digit industry gross sales and employment tables (again exclusive) for 1958.



—The leading counties in employment and plants by 4-digit industries.

Thus, through special arrangements made with the Census Bureau and because of the advanced research facilities and national reputation of our subsidiary, Market Statistics, Inc., Sales Management achieves another industrial marketing breakthrough. The vigorous extent to which top-bracket industrial firms need, want and apply our exclusive July 10 data is shown on the facing page.

Never content to edit from easy chairs or ivory towers, **Sales Management** constantly asks its subscribers—point-blank—“How helpful will this be?” “How can we improve that?” It enables us to plan, edit and publish to the exacting and professional standards of the country's most authoritative marketing executives.

In March this year, 1,100 subscribers and N.I.A.A. executives were asked to tell us frankly how useful the 1958 Survey of Industrial Buying Power may have been. That issue was a landmark because it revealed for the first time estimates of employment for each of the 450 S.I.C. codes. Preliminary tabulations of the first 200 hundred questionnaires returned indicate that our verbs “accepted, applied, applauded” are modest indeed. From this sampling, experienced marketing people predict that the upcoming issue, with the revised S.I.C. scoop, will be an even greater boxoffice smash.

How the Industrial Survey of Buying Power Shapes advertising, media and sales planning

71.6% applied our exclusive S.I.C. data to specific marketing problems.

30% set national goals from 4-digit estimates of employment and gross sales.

59.4% established geographical sales potentials or quotas by leading county estimates of employment by 4-digit S.I.C. industries.

22.5% set advertising budgets according to needs and potentials disclosed by our estimates.

36.3% allocated advertising dollars among media seemingly most important in reaching their target 4-digit industries.

94.2% will use our national estimates for employment and gross sales on the new, revised 4-digit codes.

Representative companies co-operating in the above profile of Survey of Industrial Buying Power usage:

Robertshaw-Fulton Controls Co.
Acro Div.

International Nickel Co.

Thomas A. Edison Industries

Minneapolis Honeywell Regulator Co.
Industrial Div.

Barrett-Cravens Co.

Anaconda Wire & Cable Co.

McCann-Erickson, Inc.

The Babcock & Wilcox Co.
Refractories Div.
Foote Bros. Gear & Machine Corp.
The Taylor & Greenough Co.
Chambers, Wiswell, Shattuck, Clifford & McMillan
American Potash & Chemical Corp.
General Electric Co.
X-Ray Dept.
Charles Bowes Advertising
The Carborundum Co.
(and many more)

Representative comments from the first 200 respondents to our questionnaire evaluating publishing plans for the July 10, 1959 Survey of Industrial Buying Power:

"Previewing the Census of Manufacturers by preparing national estimates for both employment and gross sales on the new 1957-revised 4-digit codes will be extremely useful as a basis for field market research or market testing."

M. D. Lyons
Sun Chemical Corp.
New York City

"Very helpful tool—keep up the good work!"

Gordon P. Vega, Manager,
Inorganic Market Research
Monsanto Chemical Co.
St. Louis, Mo.

"We can pinpoint \$100,000 worth of new business (in billings) which we secured by using your Industrial Survey to show customers what kind of a job had to be done."

James J. Malarney
The Taylor & Greenough Co.
Wethersfield, Conn.

"Will find your national estimates for employment and gross sales extremely useful."

W. H. Lackey, General Sales Manager,
Lukens Steel Co.
Coatesville, Pa.

"Very helpful."

Robert E. Marlow, Vice-President,
Kerker Peterson Hixon Hayes, Inc.

"We expect to use your data."

Fred B. Lewis, Development Planning,
North American Aviation, Inc.
Rocketdyne Div.

The immense marketing significance of the "news beat" we are scoring with the cooperation of the Department of Commerce and the Bureau of Census guarantees by itself to be one of the most spectacular successes—in terms of usership—that **Sales Management** has presented in its 41 years. Even so, other outstanding, exclusive editorial features—all solidly industrial—are to be a part of the July 10 Survey of Industrial Buying Power. Examples:

—How S.I.C. is used by advertisers to set advertising budgets, establish potentials, markets . . . as reported by Marsteller, Rickard Gebhardt & Reed, Inc.

—Industrial advertising investment patterns since 1951 by advertisers spending \$500,000 or more annually in business, industrial and technical magazines.

—How to market new industrial products successfully.

—Prefaces to each two-digit industry by chief purchasing agents in companies within each classification. Example: "Selling to S.I.C. 20."

—20 points to check in selecting plant locations.

—Comprehensive guide to state industrial directories.

PLUS other analyses & pictographs linked to S.I.C., prepared by our Market Statistics Inc., division under direction of Dr. Jay M. Gould and Economic Consultant Peter B. B. Andrews.

Note: If you will want to order additional copies of the July 10 Survey for your key associates (hundreds of executives did last year, doubling or tripling their subscription copies), let us know your extra-copy requirements now. You won't be disappointed later when we have to hoist the "sold out" sign.



Sales Management

THE MAGAZINE OF MARKETING

New York 17, N. Y.
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333 N. Michigan Ave.

Santa Barbara, Cal.
15 East de la Guerra

Los Angeles 57, Cal.
2550 Beverly Blvd.
M. A. Kimball Co., Inc.

San Francisco 5, Cal.
681 Market St.
M. A. Kimball Co., Inc.

Heath Develops New Dealer Group Paying Mail-Order Consumer Prices

By LAWRENCE M. HUGHES
Senior Editor

After a dozen years of building a \$20-million-a-year business entirely by mail, Heath Co., Benton Harbor, Mich., (a subsidiary of Daystrom, Inc.), recently decided to add dealer distribution.

Dealers chosen pay mail-order consumer prices for the same self-assembly Heathkits for hi-fi, stereo, radio amateur, marine, test and instrument and other electronic products.

With 30 dealers with 109 outlets at this stage, explains Daniel P. Knowland, Jr., vice president, Heath aims ultimately to have 300 of them in major markets across the country, and to get "at least half of our growing volume through them."

Dealer inquiries now total 2,200. But this "largest and finest maker of electronic kits" is not to be stampeded. Dealers chosen must reflect the products. "In Cleveland, for instance," Dan Knowland says, "we analyzed 70 electronic dealers; took a thorough look at 14—and finally picked one."

About ten dealers are now being picked monthly.

Meanwhile, with more than 500,000 mail customers, Heath has just stepped up its annual advertising-sales promotion rate to \$1.5 million to insure that this market keeps on expanding.

Knowland expects the two systems

to complement and support each other:

"Our plan is similar to Sears, Roebuck's. A customer can buy through a catalog and pay less. Or he can go to a store, see what he's buying, ask questions, get personal advice—and

pay more. Thus far we haven't found many who look at our kits in stores and then buy direct from factory by mail. We're now developing two distinct types of prospects."

The business was born of adversity. The former Heath Aviation Co. tried to keep going after World War II by buying and selling war surplus. Defense work had led it into electronics. In 1947—operating in the red and with its employee group reduced from 200 to 26—Heath started to sell by mail its first electronic kit, an oscilloscope. In kit form it was offered at half the price of competitive products. Heath used some war surplus as components until 1955.

In January of that year Daystrom, Inc., Murray Hill, N. J., bought control of Heath. In the next three years Heath sales trebled. In the last fiscal year, despite the "hard goods recession," Heath gained 18% more.

Daystrom's president, Thomas Roy Jones, points out that "Heath is autonomous," under Knowland. Heath performs all its functions, including

NEVER UNDERESTIMATE the power . . . Actress Venetia Stevenson is one of the 5% of female do-it-yourselfers who account for Heath's \$20-million-a-year sales.



NO ELECTRONIC EXPERIENCE needed and over 100 quality kits to choose from boast Heath dealers. This display rack is part of the sales-promotion material available to dealers under the company's co-op advertising program, from which they benefit.



bags by
natco,
either from
our standard
line or custom
manufactured,
offer thousands
of smart sales
promotion slants
for marketers
anxious to sharpen
their competitive
edge. (as product
packages, premiums,
special offers,
displays or sales
kits.) why not
let us match our
ideas with yours?
direct factory prices
justify your inquiry!
write, wire or
phone today.

"suppliers to
the airlines
of the world."



natco products corporation
1401 post road, warwick, rhode island

no
tricks
just
smart
sales
promotion



HEADING \$1.5 MILLION advertising, Clifford Edwards counts heavily on mail-order business, learned his trade at Sears, Roebuck & Co. and Montgomery Ward.

research and development. Though Heath may buy materials and components from other Daystrom divisions, it is still in the "open market." From the parent corporation Heath borrowed the money to build a 141,000-square-foot plant, opened a year ago at Benton Harbor. But the loan has now been paid in full.

Sales expansion has come from new and higher-price Heathkits, sold to more and more customers.

As compared to 45 kits in January 1955, Heath now offers 135. Thirty-five were introduced in the last year alone. Until recently the bulk of the volume was in kits selling for less than \$100. Prices today range from \$15 to \$300. Soon to be introduced, at about \$300, will be an electronic organ in kit form. Already being offered is an electronic computer "kit" at \$995.

Heath claims a strong leadership in sales volume in electronic kits.

But one new factor in the electronic kit field is RCA.

Some Heath dealers already appointed also handle RCA products.

In four years Heath's employee group has multiplied from 150 to 520. Only three key people in management came over from Daystrom. One was ex-accountant Knowland, who became comptroller before assuming full charge.

A veteran of several regimes is Clifford M. Edwards, who rejoined in 1942 and whose functions today, as "director of advertising and sales promotion," include publication copy,



PHOTOGRAPHED IN THE GOOD HOUSEKEEPING BEAUTY CLINIC

Such a beautiful business

In the feminine paradise shown above, strategies are shrewdly planned to make men fall, to make cosmetic sales rise.

For this is the workshop of our Beauty Editors. All of their techniques for making women look prettier are developed here, with the aid of eager staff volunteers. New styles in make-up, fashionable hairdos, tricks to soften a problem area or enhance attractive features are created and studied. The best of these are presented with authority, every month, to our 12,350,000 readers.

Because these millions of women turn to us for beauty counsel we published, in 1958, twice as many beauty pages as any other major women's magazine. And because our colorful advertising pages are equally reliable, these multiple millions of beauty-seekers use them as their buying guide.

We are in the business of persuading women. We stimulate their dreams and desires in the most practical way. It's a beautiful business. If you would like to persuade women, convincingly, call us today.



art and layout, direct mail, preparation of manuals and product styling. Edwards learned the mail-order business at both Sears and Montgomery Ward.

Last January, William E. Johnson, from nearby Whirlpool Corp., was made Heath's first dealer sales manager. Assisting him is John Caviezel, dealer sales representative.

"Dealers sought Heathkits for a number of years," Knowland explains. "But until Audionics, Inc., Providence, approached us, in August 1957, the fact that we offered no discount always killed their enthusiasm."

"Audionics agreed to take on the line and obtain their markup over the catalog price. All dealers now purchase at catalog price, F.O.B. Benton Harbor. All are controlled by the same policies."

Audionics made out so well with Heathkits at Providence that it decided to open a Boston store based on Heath volume. Thurow Distributors, Inc., Tampa, began to sell them last fall in its stores in Miami and Cocoa, Fla. (near the Cape Canaveral missile launching base and its 15,000 technicians). From this test Thurow's president, H. M. Carpenter, was con-

Finding today's hot markets for your products...



If you want to know where industrial buying activity is on the upswing *now*, your product advertising belongs in N.E.D. For only $\frac{1}{4}$ cent or less per issue, you blanket over 43,000 best-rated plants in all principal markets. You reach the key men who initiate and place orders in these plants. For information about products they need and are ready to buy *now*, they look in N.E.D. Then they inquire—and this reader action tells N.E.D. advertisers who today's best sales prospects are... where to apply personal selling efforts for quickest pay-off in orders. Response from N.E.D. readers is now the highest ever! It's an important reason why N.E.D. belongs on your 1959 product advertising schedule.

A PENTON Publication, Penton Bldg., Cleveland 13, Ohio



NOW OVER 81,000 COPIES
(Total Distribution) IN OVER 43,000 INDUSTRIAL PLANTS



FIRST DEALER Sales manager, William E. Johnson came from Whirlpool Corp. to handle Heath's unusual dealer program.

vinced that "we can do an outstanding job in this line in our stores" in 14 other Florida cities. Dealers with headquarters stores in Los Angeles and San Francisco, among others, also have sought—and got—multiple franchises.

Thus far Heath has not lost a dealer.

► Dealer prices for Heathkits range from 14% to more than 20% higher than those for mail-order customers in the same area. One of the lowest ratios is for an amplifier kit.

A mail-order customer in Boston orders this kit at the catalog price of \$35.50 and pays \$3.92 express on it, or a total of \$39.42. Paying the same price per unit, the Boston dealer's freight charges come to \$1.35, or a delivered cost of \$36.85. On a 20% markup (or \$7.37) his computed selling price becomes \$44.22. But on the suggested selling price of \$44.95 his profit is 22%. Thus the dealer's selling price is only 14% higher than the mail customer's delivered price.

"Until last May Audionics was our only dealer," says Knowland. "Then we moved into Philadelphia, Washington, D. C., Los Angeles, San Francisco and Seattle in that order. In August we set up Volta Electronics and High Fidelity Workshop in Detroit to test merchandising and other problems.

"Then we put pins in Sales Management's map of major marketing areas, and proceeded to pick dealers throughout the country.

"And then we made a timetable to reach all the major markets.

"All our dealers are given targets based on Sales Management's Effec-



FROM PARENT COMPANY, Daystrom, Inc. Heath took ex-accountant Daniel P. Knowland, Jr. who came in as comptroller, now is vice president, head of Heath.

tive Buying Income data for their areas. We intend to put continual pressure on them to achieve our sales quotas. But we allow them a year's time to get into full operation.

"On our part we give each dealer chosen an exclusive market or an exclusive area within a major market. Already we provide a lot of advertising and promotional help. We intend to offer more sales help, too."

The first 300 dealers would be in the top 200 markets, representing 80% of Heath's sales potential. Later, in smaller markets, other dealers will be added.

At this stage Heathkits are being sold by retailers in 28 of the major markets. Among these—sometimes with several dealers in each—are New York, Los Angeles, Detroit, Cleveland, San Francisco, Milwaukee, Houston, Dallas, Seattle and Minneapolis.

On the other hand, some major gaps at this writing are Chicago, Pittsburgh, New Orleans, Buffalo, Denver, San Antonio and Kansas City.

By states Heath is now strongest in California, with 25 stores—followed by Ohio, 11; New York 9; Pennsylvania 8; Texas 6; New Jersey and Wisconsin 4 each; Indiana, Michigan and Oregon 2 each, and scattered dealers in 10 others.

"Of course, we try to see each dealer in each area we're opening who has expressed an interest in our franchise," Dan Knowland explains. "When we get his letter, we reply promptly—and try to make him even more interested."

In his letter Knowland tells the

prospect that "the overwhelming success of test market ventures in retail sales distribution proves:

1. A certain large group . . . will never buy by mail.

2. Some of our present direct mail customers will pay . . . for the convenience of immediate delivery and local service.

3. By servicing Heathkits at a fair price and doing quality work, you will draw many mail-order customers into your store for service, providing you

with an opportunity to sell them new Heathkits, and to sell them other equipment."

4. For such "non-technical" equipment as hi-fi, stereophonic and portable transistor radios, dealers can "capture an entirely new market of people who may never have heard of Heathkits."

The catalog price is called "a wholesale price with a low percentage markup," and Heath emphasizes that "manufacturers' pricing policies should be based on dollars instead of percentages."

WORCESTER'S Billion Dollar Market (E. B. I.) is

SOLD

4 COLOR PROCESS
NOW AVAILABLE
DAILY AND SUNDAY

Tell and Sell
with full color at its best—on the pages
of the Telegram-Gazette reaching
91.9%* of Massachusetts'
2nd Market

* DAILY 162,449
SUNDAY 105,300

Member of Audit Dec. 31, 1957

with
**FULL
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You Can't Cover Massachusetts without The Worcester Telegram-Gazette

The Worcester
TELEGRAM AND GAZETTE
WORCESTER, MASSACHUSETTS

MOLONEY, REGAN & SCHMITT, Inc.
National Representatives



OWNERS OF RADIO STATION WTAC AND WTAC-FM

Also important are "store traffic created by Heathkits"; "low investment, high volume, quick turnover" (A dealer should carry only two weeks' stock and his inventory should turn "at least 20 times annually."); "large exclusive territories"; "no high-pressure sales tactics; prompt price protection; sales promotional materials and assistance, and complete service and parts information."

"But the fact that a dealer has inquired about a franchise," Knowland adds, "does not influence us. We canvass each area thoroughly—with the help of local banks, Dun & Bradstreet and other dealers." (Heath is a member of a nation-wide electronics retailers' association.)

Armed with, among other things, a Polaroid camera, the Heath representative makes a detailed report on such factors as a prospective dealer's primary business and number of employees; proportions of its business in wholesale, retail, industrial and service or installation; location and parking facilities; foot and auto traffic; exterior and interior appearance and facilities; floor space, display, hi-fi room; whether departmentalized and with service facilities, and major lines being sold.

The representative also lists key personnel with whom he has talked. Then he recommends whether to franchise, to consider further, or eliminate.

When a dealer is chosen, and gives his verbal acceptance, his franchise is mailed from Benton Harbor for his signature. Usually his initial order is mailed with return of the franchise.

Knowland emphasizes that "Heath representatives do not take orders. These must be sent directly to the plant. The representatives will, however, help the dealer to determine his initial requirements."

► Though Heath has "no salesmen," Knowland recognizes that in time a force will be needed to "maintain dealer contacts, conduct sales training programs, etc."

Today, Heath is busy with plans for its first dealer convention. And probably this fall, it will introduce training courses for key-dealer salespeople. These would cover Heath and competitors' kits, discounts and meeting customer sales resistance.

Heath gives a 10% discount on kits to dealer employees, educational institutions and to publishers whose media already are on its schedule. It reimburses dealers for donations of Heathkits for p.r. purposes to "bona fide electronic, marine or hobby organizations," and for redeeming gift certificates bought from the company. Most of the present group of dealers en-

tered the fold too late to take full advantage of last Christmas. But the Heath people are busy making plans for the next one.

Sixty percent of this business has been done in the second half of the year, with December representing more than 13% of the annual total. April through August are below the 8 1/4% "norm." The fall months move up toward it. January and February are a bit above it, and March rises to more than 10%.

Though generally following population, Heathkits have sold relatively better in rural than urban areas, and in places, such as Southern California, where there is a heavy concentration of engineers and technicians. Among occupational groups, engineers and tech students rank high. The largest single "group" among the 500,000 mail-order customers are 75,000 radio hams. Eighteen Heath ham employees do their best to keep up with the queries from their customers.

► The company also employs 30 creative engineers, and 23 in quality control. "Each complaint," Knowland says, "gets a personal and complete reply. Our parts replacement is liberal and fast. . . . Incidentally, we've had proportionately fewer complaints from dealers' customers.

"For several years about 50% of our orders, every month, have come from new customers. About 52% of these new customers first hear of Heathkits on recommendation from old customers; 28% from our magazine advertising, and 20% from direct mail literature and our flyer."

(Providing half of the total support of Benton Harbor's Post Office, Heath mails, in an average week, 100,000 flyers and 40,000 other pieces.)

Five percent—or about 25,000 of the total 500,000 Heath do-it-yourselfers are women. A promotional picture of a Heathkit Center in a store shows a young woman reading an instruction manual, preparatory to demonstrating to her best male friend how simple it all is.

While dealers at this stage all sell on a cash basis, the proportion of mail-order customers sending cash with order has dropped in recent years from 95% to 70%. On one recent day Heath had on its books 19,467 installment customers.

All dealers carry a full Heathkit line. A study of the types of kits sold by the six original dealers with the company's total volume in these lines shows close correlation.

Under his franchise a dealer agrees, among other things, to maintain adequate inventory of current model

Heathkits; to develop an adequate sales staff for them; to promote the kits in his territory; maintain working demonstration models, and provide Heath Co. with full information on his Heathkit business.

On its part, Heath helps to make the franchise pay.

"We try to make them close and valued members of the 'family,'" dealer sales manager Johnson points out. "We tell them, 30 to 60 days ahead, for example, about new kits and model changes. They can ship back to us for full credit, not only new or changed kits, but any slow-moving overstock."

"Actually," he adds, "we don't have any slow movers!"

"Our monthly Dealer Information Reports advise them in advance on such things as discontinued kits, price changes; a new policy on delivery of parts; replacing missing parts; a new Dealer Parts-Price Book; ordering flyers and catalogs."

Cooperative advertising on a 50-50 factory-dealer basis is an important part of the program. In a 10-page "policy" bulletin on it, Heath points out that it will contribute 1% on orders between \$200.01 and \$1,000—scaling up to 3% on orders of more than \$5,000. (Most dealer orders are now \$2,000 to \$5,000, on which Heath pays 2.5%).

► A dealer can use his co-op fund for store display and other s.p. materials, for literature, sales tools, sales training materials. (One piece is a \$55 floor display.) Heath pays half a dealer's cost, at local rates, for newspaper advertising space and for radio and television spot announcements. It shares on indoor and outdoor identification signs; direct mail, and telephone directory advertising.

But the company requires proof of performance on each.

Within a month after he is franchised a dealer proclaims in local newspapers: "Heath Company, a subsidiary of Daystrom, Inc., announces the appointment of (Dealer's Name) authorized dealer for HEATHKIT do-it-yourself ELECTRONICS. . . . Over 100 quality kits to choose from . . . No electronic experience needed." Among kits shown are hi-fi equipment, amateur radio gear, service and test instruments, and marine equipment.

Without cost other than shipping charges (and these can be charged to the co-op fund), Heath provides dealers with background displays for their exhibits at local electronic, hobby, marine and other shows. In regional shows several dealers may develop a joint exhibit on the same basis. For national shows, markets and conven-



Of course I'm sure.
I read it
in Newsweek

Newsweek family incomes average over twice the typical American family income. Newsweek readers are in positions of community and business leadership . . . where they influence others. In fact seven out of ten readers have direct influence on business purchases! Ask your agency.

The different newsweekly for communicative people

PHOTO COURTESY S.S. UNITED STATES

**FOR THE EXECUTIVE CONCERNED
WITH THE MOVEMENT AND
RELOCATION OF PERSONNEL**

**Now! move
with confidence**

Call in your local Atlas Agent to discuss personnel movement and relocation on an individual move or long term basis . . . and you've taken a giant step forward in relieving yourself of one of your more persistent, periodic problems.

Here's why . . .

- The Atlas agent fits himself quickly into your departmental methods . . . from the beginning can relieve you of many details.
- Atlas service is economical . . . your cost of transferring families goes down.
- Atlas service is geared to increased customer satisfaction . . . your employee morale goes up during a critical period.

**Look for Your Atlas Agent in the Yellow Pages of
Your Phone Book . . . He Is a leading Household
Goods Mover in Your Community**



**Single-Line
and Nationwide
Local . . . Long-Distance
Moving . . . Storage**

ATLAS
VAN-LINES, INC.

General Offices:
6244 South Ashland, Chicago 36

tions held in all areas, Heath assumes the entire cost of Heathkit participation.

"Unlike some co-op funds," Bill Johnson explains, "ours is not canceled at the end of the year. We also permit some overdrafts—around Christmas, for instance—if the dealers tell us why. But if a dealer's co-op charges are not paid in 90 days, he is billed in open account for it."

In its monthly 12-page, factory-coupon inserts in electronic magazines Heath has begun to list all dealers. When a dealer is appointed Heath sends a letter to mail-order customers in that area, telling of this "added convenience and service to you."

The letter adds, however: "In no way does this new dealer organization affect your continued privilege to buy directly from Heath company. . . . You will continue to receive our direct-mail literature as usual."

Dealers also make their own announcements to nearby Heath mail customers.

In 16 months, primarily by mail, Heath sold 130,000 copies of a 25-cent booklet on "The How and Why of hi-fi." Now it is also offered by dealers. Some dealers give it away.

Though the dealer part of the busi-

ness already has reached a seven-figure annual rate, the mail-order part still predominates. And this business, Dan Knowland emphasizes, has "all been created by advertising."

For the fiscal year started April 1, the advertising and sales promotion budget under Cliff Edwards has been expanded by \$200,000 to \$1.5 million.

The advertising program is noteworthy for consistency and growing diversity.

It began in November 1957, with a half page ad in Electronics World (formerly Radio & TV News) featuring a Heathkit oscilloscope for \$39.50 and an assortment of Army surplus electronic equipment.

Within a year Heath was using double-page spreads, every month, in this magazine and in Radio Electronics. In recent years Heath's every-issue inserts in these magazines have been 12 pages.

A current insert—with order form, of course—pictures and describes 62 Heathkits; mentions that there are "many more Heathkits to choose from," and then adds: "Heathkits are also available at your dealer."

The last page lists dealers in 19 states who are "now ready to serve you . . . with convenient 'over-the-counter' delivery."

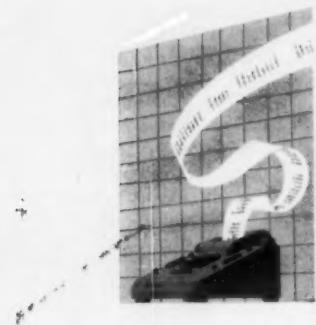
Because "careful selection of reliable, qualified dealers is a slow process, please bear with us if your area has not been covered."

In the last fiscal year Heath's schedule embraced 51 publications, including 17 directories, annuals and quarterlies. Twenty-two of the total 51 were added in the last two years. The "fields" now covered include architecture and control engineering, electronics and hi-fi, mechanics and motorboating, radio and sports cars, jazz and home-service magazines, School Shop and Teen.

► Home-service magazines now scheduled are House Beautiful, House & Garden, and Living ("From these one-sixth-page ads," Edwards says, "we average 400 inquiries a month. Varying with the season, 42% to 48% of these inquiries are turned into sales.")

Other wire-circulation magazines added in the two years are Ebony, Esquire, Playboy, Sunset and The American Weekly.

In ten hi-fi and radio ham magazines, quarterlies and handbooks, the regular Heath insertion is five pages. Popular Electronics gets a six-pager each issue. Other lists range from two pages down to one-eighth of a page.



To put more force in your sales force...call in The E. F. MacDonald Company*

WHEN THE DESIGN is frozen, the price is set, and the merchandise starts rolling off the lines . . . who makes the difference between success and failure?

Salesmen, of course! Your company's profits depend on the time and work devoted to your products by factory representatives, wholesale men, retail merchants.

That's why experienced executives like to put more force in their sales forces with an EFM sales incentive campaign for all levels of distribution. Tens of thousands of successful campaigns prove that EFM service is the one best way to motivate salesmen.

Techniques developed and tested during 37 years of service assure maximum participation and effort. EFM runs more than 5,000 successful campaigns a year.

EFM commands hundreds of specialists in every aspect of incentive promotion—far more manpower than a single company could assign to the job.

The EFM catalog offers 2,500 nationally advertised prizes . . . famous brand names that make your salesman a hero at home and the envy of friends . . . top quality gifts that provide every man with one incentive he wants most!

With merchandise prizes, you give more for less, buying at wholesale and giving at retail, paying nothing extra for EFM service.

For as little as a penny per dollar of extra sales, you can go a long way toward insuring a record-breaking sales year in 1959. And you don't pay for the prizes until the extra sales are produced!

So why wait? Ask about EFM success insurance today!

Use all these professional EFM services

TRAVEL Trained to protect your corporate reputation as a host, world-wide EFM travel specialists arrange all details of holiday incentives and convention travel.

CREATIVE Skilled in creating excitement among incentive plan participants and their wives, the EFM creative department is also well-grounded in all types of sales promotion and sales training material.

MEETINGS AND CONVENTIONS Experienced idea men, script writers, talent scouts and producers will handle the entire meeting.

FILMS AND VISUAL AIDS Slide and strip films, charts and graphs, sales presentation books, sales training programs and other visual materials demonstrate the EFM flair for showmanship.



The E. F. MacDonald Company WORLD-WIDE SALES INCENTIVE SERVICE

DAYTON 1, OHIO . . . OFFICES IN THIRTY CITIES IN THE UNITED STATES, CANADA AND EUROPE

*New corporate name for Cappel, MacDonald & Company, Belnap & Thompson, Inc., Ross Coles & Company, Inc.



ESTEEMED FOR DEPENDABILITY
ask anyone
in advertising

NATIONAL REGISTER PUBLISHING CO., Inc.

147 West 42nd Street, New York 36, N. Y.
333 North Michigan Avenue, Chicago 1, Ill.
2700 West 3rd Street, Los Angeles 57, Cal.

AGENCY LIST

Jan.
1959

No. 126

For the new fiscal year Heathkits may be promoted for the first time in spot FM radio (which has hi-fi sound) in the top ten markets. Holiday, The New Yorker and Town & Country will be added to the hi-fi list. Two insertions a year (in a hi-fi issue) in The American Weekly will be stepped up to four or five, and Parade also is being scheduled.

"Probably," Edwards points out, "we'll break in farm publications for the first time—in Prairie Farmer and Progressive Farmer."

Health employs three advertising agencies—all on a fee basis: G. M. Basford Co., New York City, which works on public relations for Heath and other Daystrom subsidiaries; Borowski Advertising, South Bend, and Advance Advertising, Benton Harbor. But the company itself prepares all copy, art, photos and layouts.

"The mail-order business," says Edwards, "is pretty technical."

So, for that matter, is the retailing of Heathkits.

Despite "consistency," Dan Knowland and his people realize that whatever they have done may not necessarily be "best."

"The growth of the business and the changing product mix," Knowland adds, "have led Heath to undertake a study, by Opinion Research Corp., to determine which media would be most effective for us. . . . We also want to find out why some people don't buy kits. Are they afraid they can't put them together? If so, why—and what can we do about it?" ♦

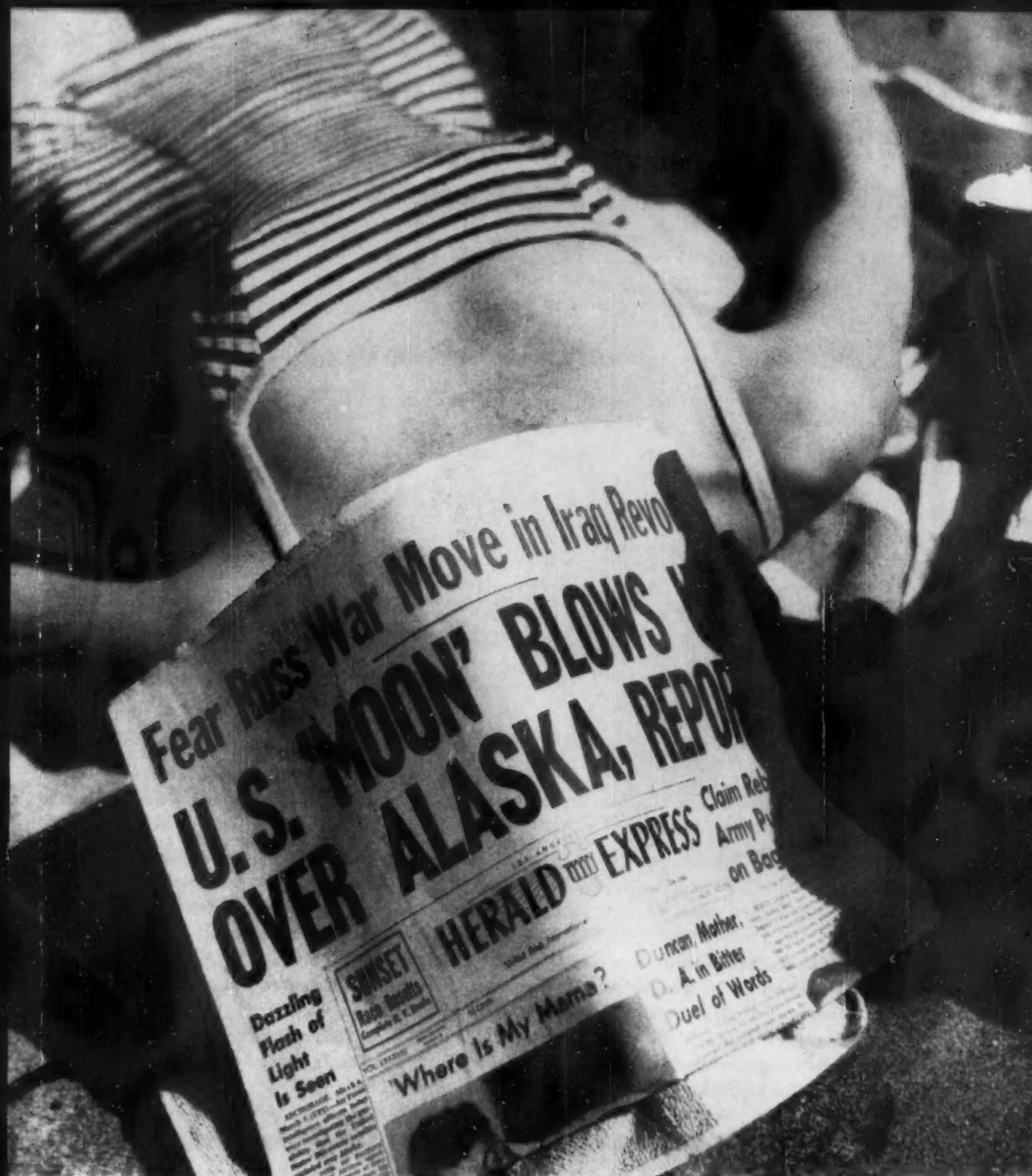
COMING JUNE 5

The A B C's of Stock Purchase Plans—for Executives

Five versions of purchase plans, with notes to help you judge which arrangement would be most advantageous to you.

By Allan J. Parker
of the New York Bar

Sales Management



... and night after night, the Herald-Express puts every other Western evening paper in the shade! (Which means it can put smart advertisers—like you—right in the sun!)

Largest evening circulation in the West's biggest and best market!
Represented nationally by Moloney, Regan & Schmitt, Inc.

LOS ANGELES HERALD-EXPRESS

The Marketing Team at Allegheny Ludlum Talks to Chilton

"We know the importance and value of the trade press"



Ralph L. Harding, Jr.

A. Murrin Held

Charles B. Templeton

William B. Pierce



Allegheny Ludlum Steel Corporation is one of the nation's major developers and producers of high-alloy steels—stainless steel, electrical steel and alloys, tool steel, heat-resisting steel, permanent magnet material, and various types of tungsten and other carbides.

Important to the highly successful sales program of this large organization are the coordinated efforts of its marketing team. Key members of the group include William B. Pierce, Vice President in Charge of Sales; Charles B. Templeton, Advertising and Promotion Manager; Ralph L. Harding, Jr., Commercial Research Manager; and A. Murrin Held, who is responsible for product publicity.

In the company's Pittsburgh offices, we recently talked with each of these experienced sales and advertising executives about the importance and use of trade and industrial magazines from his particular point of view. Here are the highlights of what was said . . .



Mr. Pierce says, "Well-conceived, hard-hitting and well-timed advertising in the trade and industrial press is a basic tool of our sales organization. It is important to us because it is read by the men who buy the products and services we sell. It is valuable because it helps precondition customers or prospects for the next visits of our salesmen. It is practical because it enables us to repeat our story, again and again, for only pennies a time."

because of our long experience and success in using it"

Mr. Templeton says, "We know the importance and value of the trade press because of our long experience and success in using it. It provides the hard core of our advertising program. It enables us to repeat the story of high-quality products and services told by our salesmen to customers and prospects throughout the country—and to tell it to those our salesmen cannot reach."

Mr. Harding says, "We make extensive and profitable use of the marketing material provided by certain trade publications. It is of particular value because it is current and well organized. It helps us evaluate existing markets and develop new customers and new markets for our many products. The trade press also helps us watch competition and frequently indicates new or improved product opportunities. In short, it provides much of our marketing intelligence."

Mr. Held says, "The trade press is one of our most important allies in the effort to keep our publics aware of the many new products, techniques and services available at Allegheny Ludlum. Through an integrated publicity program we regularly supply editors with news and feature stories of interest to their readers. By making certain this material is accurate, interesting and informative, we can be sure the story will be seen and read by the men who specify and buy what we have to sell."



Trade and industrial publications serve an area unduplicated by any other selling force. They make it possible for you to talk with customers and prospects on common ground—at a time when they are seeking information and are most receptive to your message.

Chilton is one of the most diversified publishers of trade and industrial magazines in the country—a company with the experience, resources and research facilities to make each of 17 publications outstanding. Each covers its field with the dual aim of editorial excellence and quality-controlled circulation. The result is confidence on the part of readers and advertisers alike. And confidence is a measure of selling power.

Chilton

COMPANY

Chestnut and 56th Streets
Philadelphia 39, Pennsylvania

Publisher of: Department Store Economist • The Iron Age • Hardware Age • The Spectator • Automotive Industries • Boot and Shoe Recorder • Gas Commercial Car Journal • Butane-Propane News • Electronic Industries • Jewelers' Circular-Keystone • Optical Journal & Review of Optometry • Motor Age Hardware World • Aircraft and Missiles Manufacturing • Distribution Age • Product Design & Development • Business, Technical and Educational Books



The Reshuffling of the Corporate Organization Pattern

(continued from page 34)

Another example of consolidation "for greater efficiency and to eliminate some duplication of expense" is provided by Arvin Industries. This com-

pany manufactures automotive parts, and products and components for other industries, plus a variety of consumer products manufactured for mail order houses and chains to sell under their own brand names.

In 1958 Arvin combined its Electronics and Appliances Division with its Furniture and Housewares Division in what is now the Consumer Products Division. Thus the company now has two major divisions, the second being Automotive. Each is headed by a vice president who also serves as general manager.

Continental Oil Co. reports "major changes" in organization of the Marketing Department in the past year, "for the purpose of increasing efficiency and reducing operating costs." Five marketing regions were consolidated into three. Sales divisions were reduced from 13 to 12, and sales districts from 46 to 40.

There are cases, too, where decentralization and integration are going on at the same time. American Bosch Arma Corp., "after extensive research and market analysis," is decentralizing its commercial sales department. "When completed in 1960, this will provide an improved and progressive marketing organization, better equipped to meet competition and the ever-changing needs of customers."

But this same reorganization move entails the integration of original equipment and replacement-parts sales, and establishes new regional marketing, warehouse and service shop facilities for faster deliveries and service.

The issue of straddle-selling-or-no-straddle-selling is still very much alive. Two interesting changes in the direction of specialization are those made by Lever Bros. and National Gypsum.

National Gypsum has adopted spe-

NOW COLOR

Now Color In The Hartford Courant

THE HARTFORD COURANT is now printing color.

FIRST AGAIN, The Courant—the first newspaper in the Hartford market area to offer this added selling strength to advertisers.

DAILY COURANT CIRCULATION is running far ahead of all morning papers in New England outside of Boston, with a circulation over 108,000.

SUNDAY COURANT CIRCULATION is 30,000 ahead of all other Connecticut newspapers—morning, evening or Sunday—at over 151,000.

CONNECTICUT has America's highest family income. The Courant covers four busy prosperous counties. Courant color can help you sell this rich market.

The Hartford Courant

Represented Nationally By Gilman, Nicoll & Ruthman



1 Color & Black

	Daily	Sunday
1 Page	\$799	\$1065
1500 Lines	565	750
1000 Lines	410	550

For non standard size, use black and white rates:

Daily: Plus \$150 for 1 extra color on sizes under 1500 lines, and Plus \$175 for sizes 1500 lines and larger.

Sunday: Plus \$200 for 1 extra color on sizes under 1500 lines, and Plus \$225 for sizes 1500 lines and larger.



“Love
that
service...

WESTERN UNION

Telegrams-For-Promotion Service delivered my selling
message dramatically—to each prospect.”

If you've a big story to tell, tell it *big* with Telegrams-For-Promotion Service. Western Union delivers your message to dealers, buyers, everyone on your list *simultaneously*. Your telegram is read... and *remembered*. Simply supply Western Union with one copy of your message and your name list. Leave the work—and the impact—to us.

WIRE US COLLECT for the full details. Address: Western Union, Special Services Division, Dept. S-1, New York, N. Y.

cialization by markets. There are now five sales forces:

Dealer Sales, calling on retail lumber and building material dealers.

Paint Sales, calling on jobbers and dealers in paint and associated products.

Commercial Sales, selling to applicator contractors.

Industrial Sales, selling basic materials to other manufacturers.

Ceramic Sales, selling American-Olean tile through tile applicators.

Lever now has developed Merchandising Sales forces for chains and large independents, and a Distribu-

tion Sales group for the smaller stores.

Modification of corporate structure is thus emerging as a major trend in general management which calls for reappraisal of company competitive position and strategy. And it has important implications for all who sell to industry. Here, to cite but one example, is a quote from the current annual report of McGraw-Edison, a company that is decentralized: ". . . day-to-day decisions relating to sales, production, advertising, etc., are made by divisional executives and committees rather than by the central management." ♦

Another new and original Nascon "At-A-Glance" Record Book . . . to build lasting good will for you! Fills a long standing need; in this one convenient volume, available at-a-glance and easily understood, can be recorded all information concerning one's Insurance Policies, Bank Accounts, Securities, Real Estate and other vital facts. A necessity for every family, that will be used for many years.

Amazingly low in cost but quality-made throughout. Handsomely covered, Wire-O bound for flat writing surface. Your name or trademark imprinted in gold on the cover at no extra cost; advertising messages may be bound anywhere in the book.

The new Nascon Advertising Gift Catalog contains complete details. Send for your copy today.

Quotable Quotes

THE STRONGEST ADVERTISING and merchandising programs in company history supported our products during 1958. Cigarette advertising has resulted in one of the most economical forms of distribution for any product in this country. . . . The creation of demand by advertising, coupled with the efficiency of our distributors, combine to produce broad economical distribution and to maintain a low cost of cigarettes to the consumer.—Annual Report of Philip Morris, Inc.

* * *

THE TASK FACING ADVERTISING MANAGEMENT of providing a greater contribution to company profits is a sizeable order. The key to maximum profit contribution by the advertiser—and his agency—lies in what I call creative efficiency. . . . In attempting to provide a maximum contribution to corporate profit, advertising management must improve its performance in every area of operation. But—before this can occur, efficiency must begin at the top management level.—Tad Jeffery, Vice President and Director of Advertising, Bulova Watch Co., Inc., in a talk before the Association of National Advertisers Workshop.

* * *

BANKERS specifically accept advertising's value in making a company's stock more attractive. A survey of the Investment Bankers Association asked this question: "Does corporate advertising favorably affect the sale or stability of a company's securities?" Nine out of 10 replied "Yes."—William S. Renhard, Executive Vice President, Chemical Corn Exchange Bank of New York, in a talk before the 1959 annual meeting of American Association of Advertising Agencies.

In the **BUSY**
Seattle Market...

**The
SEATTLE
TIMES
means
greater
sales!**



- ✓ READER ACCEPTANCE
- ✓ CIRCULATION LEADERSHIP
- ✓ ADVERTISING LEADERSHIP

**READERS OF SEATTLE'S ACCEPTED NEWSPAPER --- BELIEVE IN
THE SEATTLE TIMES --- THIS CONFIDENCE MEANS HIGHER SALES**

The Seattle Times
SEATTLE'S ACCEPTED NEWSPAPER

**LEADERSHIP
EARNED BY
BETTER RESULTS**

REPRESENTED BY
O'MARA & ORMSBEE, INC.
New York • Detroit • Chicago
Los Angeles • San Francisco
Member Metro Sunday Comics,
Metro Rotogravure Group
and Farwest Rotogravure Group

WORTH WRITING FOR . . .

Sales Incentive Travel

Idea book based on experience of various companies—all the way from ideas for sales quotas and how to set them up, how to create a theme, how to handle emergencies, to suggestions for winning cooperation from wives in backing sales incentive programs, for publicity to achieve objectives and kickoff meetings. Write Frank Smith, Manager, Convention Travel, Dept. SM, Trans World Airlines, Inc., 380 Madison Ave., New York 17, N. Y.

Alcoholic Beverage Study

First in a series of four volumes on the urban Negro household demand for alcoholic beverages and factors influencing the demand. Basic data represent results of a field survey covering 375 brands regularly used in 905 Negro households in 15 major markets and 758 brands sold at the retail level in those markets. Write Frank G. Davis, Research Director, Dept. SM, Johnson Publishing Co., Inc., 1820 S. Michigan Ave., Chicago 16, Ill.

Developing Leaders

Reprint of a talk by Sidney Edlund before the Atlanta Sales Executives Club. Discusses new techniques in improving the quality of leadership-appraisal systems; selection; executive development training; how to develop more thorough understanding of abilities of present personnel. Write Sidney Edlund, Dept. SM, Sidney Edlund and Co., 150 E. 35th St., New York 16, N. Y.

Mass Media

Analysis of the total economic support, consumer and advertising, for mass media. It presents in tabular form—20 tables—the growth of consumer and advertising support in the last 20 years. Economic data are related to population and are adjusted to show the effect of inflation. It synthesizes Government and industry data into a total measure of the consumer end of mass media economics. Write Dept. SM, Scripps-Howard Research, 1124 Union Central Bldg., Cincinnati 2, O.

Corporate Personality

Kimberly-Clark Corp. and Scott Paper Co. are among the leading paper products producers mentioned prominently in a new study of paper manufacturers, as appraised by a panel of 500 business executives. Responding executives were asked to comment on the companies' prospects for future growth. Write Herman C. Sturm, Director of Advertising, Dept. SM, 711 Third Ave., New York 17, N. Y.

Ad Rate Guide

Lists rates, circulation, closing and issuance dates for general, farm, industrial, mail order and direct selling magazines; shopping sections of leading national magazines and metropolitan newspaper roto magazines; daily and Sunday display rates of newspapers in cities of over 50,000 population; classified ad information for all leading newspapers by city and state; national and sectional groups. Write Ed. H. Brown, Dept. SM, E. H. Brown Advertising Agency, 20 N. Wacker Dr., Chicago 6, Ill.

Sales Aids from Advertisers

Have you written for these booklets or samples described in recent advertisements in Sales Management?

Sound Projectors: How the new Pan-Harmonic Sound can improve your audio-visual communications. Private audition arranged for. Bell & Howell, Dept. SM, 7190 McCormick Rd., Chicago 45, Ill.

Relation of Die Casting Sales to Inquiries: Market study. The Industrial Publishing Corp., Dept. SM, 812 Huron Rd., Cleveland 15, O.

Quad-City Market: Current market data for Rock Island, Moline and East Moline, Ill., and Davenport, Ia. Moline Dispatch and Rock Island Argus, Dept. SM, Moline, Ill.

Automatic Coin Changers: How making change available on the spot can open new markets for static businesses, cutting costs and pleasing new customers. Standard Change-Maker, Inc., Dept. SM, 422 E. New York St., Indianapolis, Ind.

Providence, R. I.: Market data or package plan information. Providence Journal-Bulletin, Dept. SM, Providence 2, R. I.

Hospital Publications: Comparative data. Dept. SM, Hospitals, Journal of the American Hospital Association, 840 N. Lake Shore Drive, Chicago 11, Ill.

Use-Tested Product Information. Dept. SM, McCall's, 230 Park Ave., New York 17, N. Y.

Thirty-Sixth Annual Report of America's Original Consumer Analysis: Closeup details on local marketing and buying factors which influence sales in the Milwaukee market. The Milwaukee Journal, Milwaukee, Wis.



Personnel, office furniture, displays and exhibits moved safely, swiftly north, south, east, or west to all 49 states and many foreign countries. Next time, move the Wheaton way . . . the safest distance between two points.

Wheaton
Van Lines, Inc.

General Offices: Indianapolis, Indiana

COAST TO COAST LONG DISTANCE MOVING

In the West, call
LYON
VAN LINES, INC.

OVER 525
AGENTS IN ALL
PRINCIPAL CITIES

CATCH 'EM WHEN THEY'RE READY TO BUY!

If you want to know why the men and women who read Better Homes and Gardens Idea Annuals are outstanding sales prospects, consider this:

"To put your idea into action you must take it to people who have the money and the desire to react. You must reach them in an atmosphere alive with interest and enthusiasm."

The outstanding success of Better Homes and Gardens Idea Annuals—like that of the magazine—has been built on the ability of BH&G's editors to create this stimulating atmosphere. And to attract the kind of readers who are willing and able to react!



Closes: June 15, 1959
On Sale: August 20, 1959
Rate Base: 165,000

Closes: August 14, 1959
On Sale: October 20, 1959
Rate Base: 350,000

Closes: October 15, 1959
On Sale: December 22, 1959
Rate Base: 225,000

Closes: November 16, 1959
On Sale: January 19, 1960
Rate Base: 165,000

Closes: December 15, 1959
On Sale: February 18, 1960
Rate Base: 135,000



NEXT ISSUE CLOSES: JULY 15

ON SALE: SEPTEMBER 22

RATE BASE: 450,000

A bookful of ideas that help sell home furnishings—new furniture arrangements, color schemes, window and wall and floor treatments for every room in the house.



MEREDITH OF DES MOINES

*America's biggest publisher of ideas
for today's living and tomorrow's plans*

getting 100% attention?



Atlas Film Corporation

OAK PARK, ILL.
CHICAGO PHONE: AUSTIN 7-8620
WASHINGTON • CHICAGO • HOLLYWOOD

ADVERTISING • MERCHANDISING SALES PROMOTION EXECUTIVE AVAILABLE

Now heading "millionaire" ad-dept. of West Coast mfr. Will relocate for better opportunity. Capable administrator and creative planner who can help lead your company to increased sales and profits with sales-proven promotion plans, advertising, merchandising and dealer aids. Outstanding record supporting own sales force, distributors and dealers. 12 years' experience in appliance, food, furniture, housewares, package goods and radio-television-hi-fi fields. Write for resume and personal meeting:

Box 4041 Sales Management

Sales Manager Wanted:

Pioneer manufacturer of specialized cleaning equipment for home and industry needs mature, aggressive Sales Manager. A real challenge with excellent benefits. Requires some travel.

Box 4043

THERE'S ONLY ONE
WORLD'S FINEST



OFFICE SPACE AVAILABLE

1600 Sq. Ft. — Will Divide

Air Conditioned • New Building
41st Street, Third Avenue
YU 6-4820



EXECUTIVE SHIFTS IN THE SALES WORLD

The American Sugar Refining Co. . . .

Joseph W. Mooney elected senior vice president. Edward Tindall made vice president and general sales manager.

The American Thermos Products Co. . . .

Trevor K. Cramer named president.

Blackstone Corp. . . .

Robert H. Martin becomes sales manager.

Curtiss Candy Co. . . .

Charles V. Lipps named executive vice president. Louis A. Witsiepe appointed product director.

Damascus Tube Co. . . .

Frank A. Guba promoted to manager of marketing.

The Electric Auto-Lite Co. . . .

Edwin R. Stroh becomes vice president and director of sales.

Encyclopaedia Britannica . . .

John Rhodes appointed director of foreign operations.

FWD Corp. . . .

Hubert McCarthy named head of Marketing and Distribution Research Department.

General Motors Corp. . . .

Edward D. Rollert becomes general manager, Buick Division.

Hazel Bishop, Inc. . . .

Edward A. Ochs promoted to marketing vice president.

Kerotest Manufacturing Co. . . .

William I. Pell appointed sales manager, Steel Products Division.

Millers Falls Co. . . .

Frederick N. Lyman becomes sales manager, Metal Cutting Division. Vincent L. Giffen made sales manager, Hand Tool Division. Eugene V. Allen named sales manager, Electric Tool Division.

Motorola Inc. . . .

Earl L. Nissen appointed consumer products sales manager, International Operations.

National Biscuit Co. . . .

Howard W. Wilson made director of marketing.

National-U.S. Radiator Corp. . . .

Irvin Secord appointed sales manager for air conditioning and refrigeration products, Drayer-Hanson Division.

Proto Tool Co. . . .

Richard E. Reich appointed vice president of sales.

Rototiller, Inc. . . .

Paul S. Stassevitch promoted to vice president, sales.

Joseph E. Seagram & Sons, Inc. . . .

Charles W. Davies named general sales manager, Pharma-Craft Co., Division.

Sherman Products, Inc. . . .

Bill Howe named sales manager.

Southern Fabricating Co., Inc. . . .

John H. Horn appointed director of sales, Welded Steel Tubing Division.

Specter Freight System, Inc. . . .

Roger Gerling made general sales manager.

Sun Chemical Corp. . . .

Ben A. Gorlin appointed sales manager, Ampruf Paint Co. Division.

Taussig Paint Sales Co. . . .

Clement S. Crystal, Jr. named manager of product service, 'Lasticolor Division.

Toledo Desk and Fixture Co. . . .

E. Newton Kelley becomes sales manager, Kelvinator Kitchen Division.

The Warner Bros. Co. . . .

William C. Corey promoted to newly created position of director of sales coordination.

Warner-Lambert Pharmaceutical Co. . . .

Pierre A. de Tarnowsky appointed to newly created corporate position of vice president for Consumer Product Divisions; E. Lloyd Bernegger elected president of newly formed Warner-Lambert Products Division.

The Warner & Swasey Co. . . .

Lester M. Cole elected vice president in charge of sales.

Westinghouse Air Brake Co. . . .

Richard H. Koehler appointed general sales manager, Le Roi Division.

Young Spring and Wire Corp. . . .

William E. Hunter appointed general sales manager, Gonset Division.



FOCUS

On Your Best Sales Pictures

For maximum sales at greatest profit, the focal point of your heaviest advertising effort should be the FIRST 3 markets of New York, Chicago and Philadelphia—where 18% of all U. S. Retail sales are made. Within these huge sales areas the competition for consumers' attention and share of spendable income is an important

factor in causing family coverage of General Magazines, Syndicated Sunday Supplements, Radio and TV to thin out. In these 3 far-above-average markets *there is no substitute for FIRST 3 MARKETS'* solid 62% COVERAGE of all families.

In addition, the finest Rotogravure and Colorgravure reproduction in the FIRST

Sections of the FIRST Newspapers of the FIRST 3 Cities of the United States assures you maximum package and product EYEdentification.

To make your advertising sell *more* where *more* is sold . . . it's FIRST 3 FIRST! Circulation nearly 6,000,000.

THE GROUP WITH THE SUNDAY PUNCH



New York Sunday News Coloroto Magazine

Chicago Sunday Tribune Magazine

Philadelphia Sunday Inquirer "Today" Magazine

New York 17, N. Y., News Building, 220 East 42nd Street, Murray Hill 7-4894 • Chicago 11, Ill., Tribune Tower, Superior 7-0048
San Francisco 4, Calif., 155 Montgomery Street, GARfield 1-7946 • Los Angeles 5, Calif., 3460 Wilshire Boulevard, DUNKirk 5-8557

MAY 15, 1959

Hard people and soft people exist only in fairy tales

There are no Tin Woodsmen in the market place today. No hard people who buy only hard things, like automotive products and home appliances. There are no Gingerbread People, either. No soft people who buy only soft things, like cosmetics and clothing and candy.

The wise manufacturer reaches the *real* people by recognizing that they drive cars downtown to buy food, and that they buy food to fill their refrigerators.

And he reaches them through an advertising agency that, in itself, is neither hard nor soft—that specializes only in advertising—and that understands all the people well enough to sell them all kinds of products.

For he knows that creativity and good judgment can't be categorized, any more than people can. If you *don't* have them, nothing else matters. If you *do* have them, nothing else matters.

CAMPBELL-EWALD
Advertising well directed

Detroit • New York • Chicago • Los Angeles • Hollywood • San Francisco • Washington • Denver • Atlanta • Dallas • Kansas City • Cincinnati



American Mechanist	45
Agency: Gaynor & Ducas, Inc.	
Atlas Film Corp.	90
Atlas Van Lines, Inc.	78
Agency: Garfield-Linn & Company	

Better Homes & Gardens	89
Agency: J. Walter Thompson Company	
Bombay Spirits Company	90
Agency: Burton Browne Advertising	
Booth Michigan Newspapers	13
Agency: The Fred M. Randall Company	
Buffalo Courier-Express	66
Agency: The Rumrill Company, Inc.	

Campbell-Ewald Company	92
Chicago Tribune	4th Cover
Agency: Foote, Cone & Belding	
Chilton Company	82-83
Agency: Gray & Rogers	
Columbus Dispatch	52
Agency: Wheeler, Kight & Gainey, Inc.	
Continental Can Company,	
Folding Carton Division	28-29
Agency: Batten, Barton, Durstine & Osborn	
Crown Rubber Company	90
Agency: Leech Advertising Company	
Cunningham & Walsh, Inc.	66

Detroit Free Press	50
Agency: Karl G. Behr Advertising Agency, Inc.	
Dow Chemical Company	30-31
Agency: MacManus, John & Adams, Inc.	

Eastman Kodak Company	
(Audio-Visual Dept.)	65
Agency: The Rumrill Company, Inc.	
Executive House	25
Agency: Olian & Bronner Inc.	

Fast Food	4
First 3 Markets Group	91
Agency: Anderson & Cairns, Inc.	

Good Housekeeping	73
Agency: Gray Advertising Agency, Inc.	
Greensboro News-Record	64
Agency: Henry J. Kaufman & Associates	
Gulf Publishing Company	56-57
Agency: Darwin H. Clark Company	

Hartford Courant	84
Agency: Baker Advertising	
Heating, Piping & Air Conditioning	24
Agency: McLain & Associates Advertising	
Hearst Magazines	10-11
Agency: Lynn Baker, Inc.	
Heinz Company	25
Agency: Kuwa, Greene & Associates, Inc.	
Hilton Credit Corp.	47
Agency: N. W. Ayer & Son, Inc.	
Hospitals, Journal of American Hospital Association	3
Agency: Bernard J. Hahn & Associates	
Houston Post	53
Agency: Aylin Advertising Agency	

Indianapolis Star & News	41
Agency: Caldwell, Larkin & Sidener-Van Riper, Inc.	

Kansas City Star	1
Ladies' Home Journal	2nd Cover
Agency: Doherty, Clifford, Steers & Shenhfield, Inc.	

MAY 15, 1959

ADVERTISERS' INDEX

This Index is provided as an additional service. The publisher does not assume any liability for errors or omissions.

SM	
ADVERTISING SALES	
VICE PRESIDENT, SALES	
Randy Brown	
SALES PROMOTION MANAGER	
Philip L. Patterson	
Asst. to Vice-President, Sales	
Cecelia Santoro	
ADV. SERVICE MANAGER	
Madeleine Singleton	
PRODUCTION MANAGER	
Virginia New	

DIVISION SALES MANAGERS	
New York—W. E. Dunsby, Wm. McClenaghan, Elliot Hague, Robert B. Hicks, Dan Callanan, F. C. Kendall, Ormond Black, 630 Third Ave., New York 17, N. Y., YUkon 6-4800.	
Chicago—C. E. Lovejoy, Jr., Western General Manager; W. J. Carmichael, Western Advertising Director; John W. Pearce, Western Sales Manager; Thomas S. Turner, Thomas McDonough, 333 N. Michigan Ave., Chicago 1, Ill., State 2-1266; Office Mgr., Vera Lindberg.	
Pacific Coast—Warwick S. Carpenter, 15 East de la Guerra, Santa Barbara, Calif., WOodland 2-3612; (space other than publication or broadcasting accounts), M. A. Kimball Co., 2550 Beverly Boulevard, Los Angeles 57, Cal., or 681 Market St., San Francisco 5, Cal.	

Life	48
Agency: Young & Rubicam, Inc.	
Los Angeles Herald Express	81
Agency: Cunningham & Walsh, Inc.	
Los Angeles Times	27
Agency: Batten, Barton, Durstine & Osborn, Inc.	
E. F. McDonald Company	79
Agency: Don Kemper Company Inc.	
McCall's	3rd Cover
Agency: Donahue & Coe, Inc.	

McGraw-Hill Publishing Company	60-61
Agency: Fuller & Smith & Ross	
Milwaukee Journal	5
Agency: Kieu-Van Pietersom-Dunlap, Inc.	
Moline Dispatch	12
Agency: Clem T. Hanson Company	

Nascon Specialty Division, Eaton Paper Company	86
Agency: Jules L. Klein Advertising	

Nates Products Corp.	72
Agency: Creamer-Trowbridge Company	

National Family Opinion Inc.	44
Agency: Biesen-Reichert, Inc.	

National Register Publishing Company, Inc.	80
Agency: William Von Zehle & Company	

New Equipment Digest	74
Agency: Beaumont, Heller & Sperling, Inc.	

Newsweek	77
Agency: Bryan Houston, Inc.	

New Yorker	19
Agency: Anderson & Cairns, Inc.	

Orvisul Company, Inc.	44
-----------------------	----

Owens-Illinois Glass Company	49
Agency: J. Walter Thompson Company	

Philadelphia Bulletin	6
Agency: N. W. Ayer & Son, Inc.	

Philadelphia Inquirer	16
Agency: Al Paul Lefton Company, Inc.	

Reader's Digest	20-21
Agency: J. Walter Thompson Company	

Rock Island Argus	12
Agency: Clem T. Hanson Company	

St. Regis Paper Company	55
Agency: Cunningham & Walsh, Inc.	

Sales Management	67, 68, 69, 70
------------------	----------------

Salt Lake Tribune-Desert News & Telegram	54
--	----

Agency: Fremcom Advertising Corp.	
-----------------------------------	--

Saturday Evening Post	43
Agency: Batten, Barton, Durstine & Osborn, Inc.	

Seattle Times	87
Agency: Cole & Weber Advertising	

Space/Aeronautics	63
Agency: The Schuyler Hopper Company	

S. K. Smith Company	7
Agency: Fred Sider Advertising	

Stainless Metal Products, Inc.	2
Agency: Harris & Weinstein, Inc.	

Sweet's Catalog Service	14-15
Agency: Muller, Jordan & Herrick	

TV-Guide	59
Agency: Gray & Rogers	

Thomas Register	9
Agency: W. N. Hudson Advertising	

Toronto Daily Star	2
Agency: McLaren Advertising, Ltd.	

Troy Record Newspapers	26
------------------------	----

WTW (Florence, S. C.)	32
Agency: Tom Daisley Advertising Agency	

WHO (Des Moines)	8
Agency: Doe Anderson Advertising Agency, Inc.	

WKY-TV (Oklahoma City)	46
Agency: Lowe Runkle Company	

WLW-TV (Columbus, Dayton, O.)	22-23
Agency: The Ralph H. Jones Company	

WNND-TV (South Bend, Ind.)	7
Agency: Lincoln J. Carter Advertising Agency	

Western Union Telegraph Company	85
Agency: Benton & Bowles, Inc.	

Wheeler Van Lines, Inc.	88
Agency: Poorman, Butler & Associates, Inc.	

Worcester Telegram & Gazette	75
Agency: C. Jerry Spaulding, Inc.	

TODAY'S ADVERTISING

Policies • Trends • People

by Lawrence M. (Mike) Hughes

Exposure: The SEP notes that "the average American family is now hit by 1,500 ads a day."

Solid Block

I wonder how TV networks can defend their franchises on the grounds of "public convenience and necessity" — and presumably public improvement:

No sooner is the 31-year-old musical "Voice of Firestone" denied prime evening time by ABC (and the other TV networks), than ABC announces for Monday nights, starting next fall, "a three-hour block of action-adventure programming."

This 7:30-10:30 p.m. barrage will embrace one hour each of "Cheyenne," "Bourbon Street Beat" (a new "sleuthing series set in colorful old New Orleans"), and "Adventures in Paradise," from James Michener's tales of the South Pacific.

Another ABC Monday night fatality will be "Bold Journey," an "educational" adventures series. Ralston Purina will replace it with the new "John Guenther's High Roads," on ABC Saturday nights.

At odd hours, such as Sunday afternoons, or 7 a.m., TV networks still will give you small doses of culture.

Heavy Duty

The big soap-makers have started to gang up on Jacob Barowsky's Lestoil. A \$35 million-a-year volume developed for this heavy-duty detergent has inspired P&G to resurrect (and spend a few millions on) an old brand called Mr. Clean. On the West Coast and elsewhere, Lever Bros. is busy spawning Handy Andy. Bon Ami is getting set to promote No Toil.

Economy Wave

One annual competition in which almost every motor-maker seems to win is the Mobilgas Economy Run. By price classes, officially-announced winners were American Motors' Rambler; GM's six-cylinder Chevrolet and Cadillac Sixty-Two; Chrysler Corp.'s eight-cylinder Plymouth and Dodge Coronet, and Ford's Thunderbird.

Opposite Socony Mobil's own large newspaper announcement, Studebaker proclaimed that its "Lark . . . scores most miles per gallon of all V-8's."

Wagon Wheels

In seven years the station wagon share of Ford Division's total unit sales has quintupled. This year Ford Motor Co. will spend several million dollars to promote wagons in four "American Road Shows" — on "Country Living," "Station Wagon Living" and two on "Suburban Living."

The four, with alluring trappings, will make a total

of 48 nine-day stands at shopping centers across the country. Ford estimates their combined audience at 1.2 million a month. One tie-up will be with 87 units of Allied Department Stores.

Silver Liners

Though national advertising in newspapers in 1958 dipped about 5%, I find that 62 of the top 100 newspaper users spent more than in 1957.

In fact, 17 of these spent twice as much, or more: General Foods, General Mills, Hunt Foods, American Home Products, Corn Products, Rexall Drug, Bayuk Cigars, Beech-Nut Life Savers, Minute Maid, Kimberly-Clark, Atlantis Sales Corp., Zenith Radio, Norwich Pharmacal, Yardley cosmetics, Simoniz Co., Top Value Enterprises, and American Dairy Association.

Also, advertisers can expand in one medium without robbing another: In TVB's current list of "top 15 network advertisers" are three of the above "newspaper doublers": American Home, General Foods and General Mills. Three other network TV leaders—Reynolds, American and Lorillard tobacco—boasted newspaper expenditures from \$14 million to \$20 million.

Media get their word around in other media: In the newspaper list of the top 100 are Curtis Publishing, Reader's Digest and Time, Inc. And in ABP's ranking of the 100 leading business-publication advertisers in 1958, McGraw-Hill ranks 10th, with \$1.6 million, and Time, Inc., 49th, with \$640,000.

Controlled Air

Somehow the newspaper-TV battle seems less violent when I find that, of some 500 commercial TV stations now operating, one-fourth are controlled by newspapers. In most of the 25 largest met areas there's at least one "newspaper TV" station—specifically, in Baltimore, Buffalo, Chicago, Cincinnati, Cleveland, Dallas, Houston, Los Angeles, Milwaukee, Minneapolis, New York, Philadelphia, St. Louis and Washington.

One way for an advertiser to assure himself of prime time is to buy some stations. This is brought to mind by the fracas created by FCC's award of Miami's Channel 10 to National Air Lines. Less publicized have been such station owners as General Tire & Rubber, Plough Inc., Westinghouse Electric, Cowles and Meredith Publishing companies, and Time, Inc.

Media

That longtime non-advertiser, F. W. Woolworth Co., is cited by Bureau of Advertising for its latter-day "consistent and successful use" of this medium. In 1958 1,600 of the 2,121 Woolworth stores bought almost 10 million newspaper lines. . . . Among magazines which will show gains of 25% or more in first half ad revenue are Cosmopolitan, Reader's Digest, Sports Afield and Sports Illustrated. . . . Asahi Science, of Tokyo, now gets sound effects from its pages.

SUDDENLY THERE'S A NEW DIMENSION...

An advertising man said his wife had been calling his attention to recent issues of McCall's.

About the current May issue, he said he himself thought there was a sort of new dimension to it; a kind of breathtaking impact; it seemed to take for granted a mass audience of women could have at least as broad a concept of beauty as of duty.

He said then, "This May issue has a nice compulsion about it. I wanted to go back through it again, to turn the pages all

over again, with pleasure. I had the feeling McCall's was very likely now the most impelling and beautiful women's magazine—for women, and for advertisers."

Expressions of deep satisfaction have come generously from every advertising quarter. And from women also: for the March and April issues, both, were sold out at the newsstands.

And the total circulation in recent months has gone comfortably, and without any kind of pressure, over five million five hundred thousand.

THE MAGAZINE OF TOGETHERNESS





More readers more advertising-

THE TRIBUNE GETS 'EM IN CHICAGO!

The Tribune sells 900,000 copies daily, 1,275,000 on Sundays—over one and a half times the circulation of any other Chicago paper. It is read by more families in Chicago and suburbs than the top 5 national weekly magazines combined. More than 6 times as many Chicagoans turn its pages as turn on the average evening TV show! Adver-

tisers spent over \$60,000,000 in the Tribune last year—more than in all the other Chicago newspapers put together. Unmatched, also, is the Tribune's record of advertising results. It out-pulls other Chicago papers 3 to one, 4 to one, even 15 to one—evidence of a selling FORCE which is uniquely the Tribune's in Chicago!

11

MAY 15, 1959

Sales Management
PART TWO

Sales Meetings
CONVENTIONS • EXPOSITIONS • TRADE SHOWS

Marketing through



EXHIBITS

What's Going Into Exhibits Today?	page 33
Incentives for Booth Personnel?	page 41
Ad Agency Looks at Trade Shows	page 76
Point-of-Problem Parley	page 140



A Tycoon who Chairmans the Board
Found his profits and personnel soared
Showing salesmen the way...
Via **TWA**...
To obtain a big **TRAVEL AWARD!**

Increased sales pay for prize trips. TWA offers all kinds to fit your budget—nearby-resort weekends, coast-to-coast and overseas holidays. Send for new **TWA Idea Book** to help organize your Travel Award Plan. Write: TWA Travel Awards, 380 Madison Avenue, N. Y. 17, N. Y.

FLY THE FINEST
FLY TWA
USA • EUROPE • AFRICA • ASIA



The most exciting—but sensible—shopping spree you'll ever go on in your business life!

This year, don't walk on eggs! That is, when you're choosing gifts for deserving people in the most sensitive area of gift-giving . . . business gifts. It's an area where suitable gift ideas are almost as hard to come by as solid value in the gifts you choose. But not this year! Not with the Trade Fair in town!

Here's your big chance to meet all your requirements — and then some — for premium ideas, customer gifts, sales incentives . . . plus the possible chance to add one or more foreign lines to your domestic merchandise. And — you'll have fun doing it! It's like shopping the whole world, all under one roof, when you visit the

CHICAGO INTERNATIONAL TRADE FAIR JULY 3-18 • NAVY PIER

America's newest, most complete International Market . . . Money-making Imports
from 65 Nations . . . 3,000 foreign manufacturers introducing
15,000 new products, including office equipment and industrial lines.

*This is another outstanding event
managed by*

**ANDREWS, BARTLETT AND
ASSOCIATES, INC.**

Chicago—Cleveland

REGISTER NOW!

TO: **CHICAGO INTERNATIONAL TRADE FAIR**
6 CHICAGO ASSOCIATION OF COMMERCE AND INDUSTRY
30 WEST MONROE STREET
CHICAGO 3, ILLINOIS FRanklin 2-7700

I would like to register now at no charge to attend the Chicago International Trade Fair.
 Please send more information on products . . . schedules . . . special services for visiting buyers.
 Please send hotel reservation request form.

Name _____

Company _____

Type Business _____

Street _____ City _____ State _____



Anytime is the
RIGHT TIME
to hold your meeting in
LONG BEACH
in the heart of
Southern California!

Modern conference rooms and convention halls to accommodate groups from 60 to 6000 conveniently. Two outstanding exhibit halls offering space for over 250 booths. Plenty of experienced personnel with the on-the-spot know-how to handle all details.

Fine hotel facilities adjacent to the Municipal Auditorium in downtown Long Beach.

... all this, PLUS—

After hours swimming, fishing, golfing—enjoy all of the "summer sports" the year 'round. Visit nearby Hollywood, Marineland, world famous Disneyland, Santa Anita, Hollywood Park . . even Old Mexico.

How 'bout it . . .
LET'S MEET IN

LONG BEACH

For information, write:
Convention and Visitors Bureau
Municipal Auditorium, Long Beach, Calif.

Sales Meetings

CONVENTIONS • EXPOSITIONS • TRADE SHOWS

CONTENTS

MAY 15, 1959

Ad Agency Aid

An Advertising Agency Looks at Trade Shows 76

Audio-Visual Techniques

'Sound' Answer to Sales Training 134
Video Tape: Goof-Proof System 156

Distributor Show

Balm for Profit Pinch 60

Exhibit Design

Future for Exhibit Design 54
What's Going into Exhibits Today? 33

Exhibit Technique

Alemite 'Stopper' Goes Great (grease) Guns 112
American Optical Dominates a Show 38
Designs for Oil Show Exhibits 127
Drama of Diorama—To 'Outshow' the Giants 96
Incentives for Booth Personnel? 41
RCA No Longer Conventional 80
What Goes into Unmanned Exhibits? 66
You Can Do a Lot in Just 10 Feet 73

Exposition Labor

What You Should Know About Labor at Shows 118

Giveaways

What To Give Away at Trade Shows 44

Government Exhibits

Progress on Our Fair in Moscow 122

Executive Offices: 1212 Chestnut St., Philadelphia 7, Pa., WA 3-1788

Meeting Techniques

No Big Meetings for Him	159
On-the-Spot Meeting on-the-Run	161
Owens-Corning Symposium Has Long-Distance Panels	130
Point-of-Problem Parley	140
Who'd Run 70 Meetings a Day? AMAI	148

Public Relations Exhibit

Allstate Builds Image With Traveling Art Show	124
---	-----

Show Management

Aviation's Big, New Convention	102
--------------------------------	-----

Site Selection

Site-Seeing Can Be Rough	164
--------------------------	-----

Trade Show Management

How Do They Do It in Harrisburg?	86
----------------------------------	----

Traveling Shows

Ford Shows for Shopping Centers	114
---------------------------------	-----

DEPARTMENTS

Advertisers' Index	166	Facilities Roundup	17
As the Editors See It	31	Letters	11
Best I've Heard	168	Meeting and Show News	25

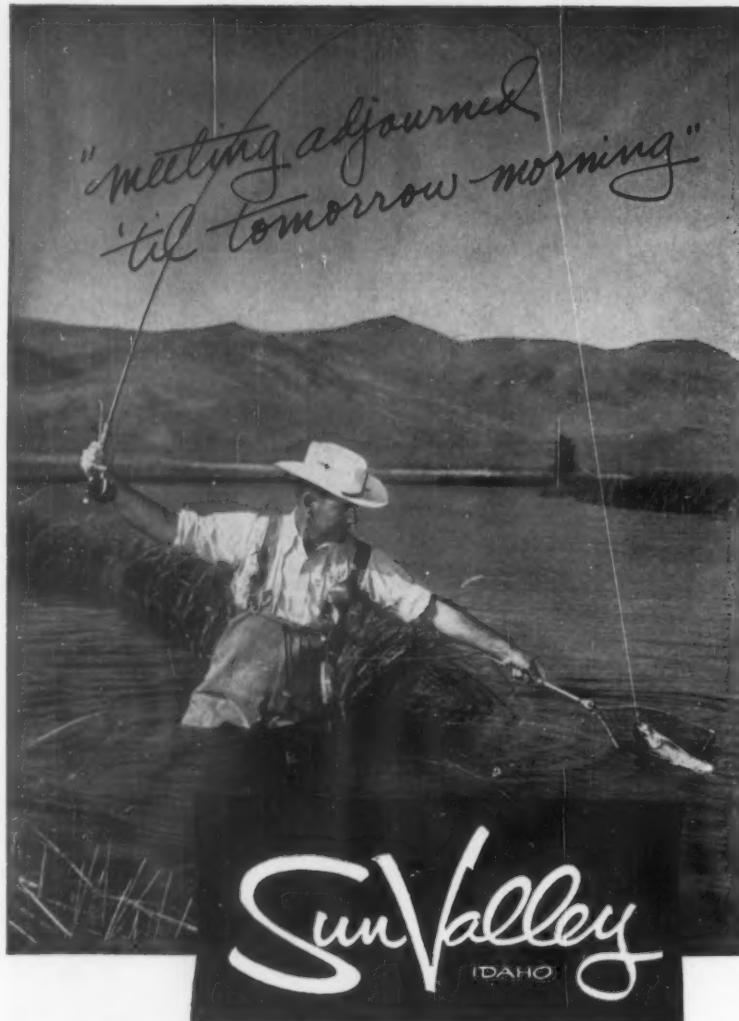
**The
DISPLAYERS, inc.**

Largest American Producers of Exhibits for Foreign Countries

635 WEST 54th STREET, NEW YORK 19, N. Y. • JUDSON 6-8800

Sales offices in Washington, D.C. • Westport, Connecticut • San Francisco, California • Paris • Milan • Caracas

Write on your
letterhead for FREE
Exhibit and P.O.
Manuals... just off
the press!



Sun Valley
IDAHO

YOUR COMPLETE CONVENTION CENTER

Here's a happy man attending a convention. The day's business was wrapped up half an hour ago and he'll be on deck in the morning really refreshed and ready to work, after relaxing at his favorite sport. If you like to make convention business a pleasure, then Sun Valley is for you.

We'd welcome the opportunity to show you how nicely our facilities and activities will fit your convention requirements. For free convention folder and the complete story, just write Mr. Winston McCrea, Manager, Sun Valley, Idaho (or phone Sun Valley 3311).

MEETING ROOMS

No. of Rooms	Max. Capacity
OPERA HOUSE	500
DUCHIN ROOM	100
SLALOM ROOM	100
Numerous smaller rooms	20 to 50

BANQUET ROOMS

No. of Rooms	Max. Capacity
LODGE DINING ROOM	350
CONTINENTAL	600

Liquor by the drink available per state laws except Sunday and designated holidays.

RATES

AMERICAN PLAN		EUROPEAN PLAN	
LODGE INN		\$18	\$16
		per person, two in a room	RATES ON REQUEST

CAPACITY

Sleeping accommodations for 500 persons



OWNED AND OPERATED
BY UNION PACIFIC RAILROAD

Sales Management / PART TWO

Sales Meetings

EXECUTIVE OFFICES, 1212 Chestnut St.
Philadelphia 7, Pa. WAInut 3-1788

PUBLISHER

Philip Harrison

EDITORIAL

EDITOR	Robert Letwin
ASST. TO EDITOR	Virginia Philips
Research Editor	John T. Fosdick
Consulting Editor	Richard Beckhard
Staff Photographer	Sid Robbins
READERS' SERVICE BUREAU	Anne Collos
CONVENTION DIRECTORY DEPT.	

Jacqueline Fox
Esther A. Gansky
Toula DePrince

VICE-PRESIDENT

Randy Brown, Jr., 630 Third Ave., New York 17, N. Y., YUKon 6-4800.

Advertising Production, M. Greenberg

DIVISION SALES OFFICES

Philadelphia—Paul Lightman, Southeast and Foreign Manager, 1212 Chestnut St., Philadelphia 7, Pa., WAInut 3-1788.

New York—Don O'Fee, 630 Third Ave., New York 17, N. Y. YUKon 6-4800.

Chicago—Thomas S. Turner, Midwest Manager, 333 N. Michigan Ave., Chicago 1, Ill., STate 2-1266.

Pacific Coast—Warwick S. Carpenter, Western Manager, 15 East de la Guerra, Santa Barbara, Calif., WOodland 2-3612.

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SALES MEETINGS is issued bimonthly: January, March, May, July, September and November as Part Two of **SALES MANAGEMENT**. All mail for **SALES MEETINGS** should be directed to Philadelphia Office.

Copyright Sales Management, Inc., 1959

**"It's
fan mail
...and
do we
love it!"**

— says H. M. Smith, Second Vice-President
Director of Sales, Sheraton Corporation

TYPICAL FAN MAIL:

- "A trouble-free convention is my biggest concern and I'm always confident that things will run smoothly at a Sheraton Hotel."
- "Since I have the responsibility of arranging meetings for our organization, I go out of my way to take my requirements to Sheraton. I know I'll receive the utmost in co-operation."
- "I'm always pleased when I read that you people have acquired another hotel — it means there will be another Sheraton Hotel at my service when it comes to working out details for our future conventions."



... What a wonderful way for a Sales Director's day to begin — with letters like these crossing his desk.

You can easily find out what the shouting's all about. Next time you're planning a sales meeting in a Sheraton city, put matters into the capable hands of the Sheraton Sales Staff. These experts will arrange for meeting rooms and banquet halls, plan menus and entertainment. They offer an immediate cure for all your convention headaches.

FREE PLANNING GUIDE AND CHECK LIST of 149 items — to help your next banquet or convention run smoothly. Write to: Sheraton Hotels, National Convention Office, Sheraton-Park Hotel, Washington, D. C. And ask how Sheraton can be of service in solving your specific problems.

(S) SHERATON HOTELS

EAST

NEW YORK CITY
Sheraton-East
(formerly the Ambassador)
Park-Sheraton
Sheraton-McAlpin
Sheraton-Russell
BOSTON, Mass.
Sheraton-Plaza
WASHINGTON, D.C.
Sheraton-Carlton
Sheraton-Park
PITTSBURGH, Pa.
Penn-Sheraton
BALTIMORE, Md.
Sheraton-Belvedere

PHILADELPHIA, Pa.
Sheraton Hotel

PROVIDENCE, R.I.
Sheraton-Biltmore

SPRINGFIELD, Mass.
Sheraton-Kimball

ALBANY, N.Y.
Sheraton-Ten Eyck

ROCHESTER, N.Y.
Sheraton Hotel

BUFFALO, N.Y.
Sheraton Hotel

CINCINNATI, Ohio
Sheraton-Gibson

SYRACUSE, N.Y.
Sheraton-Syracuse Inn

BINGHAMTON, N.Y.
Sheraton Inn

MIDWEST

CHICAGO, Ill.
Sheraton-Blackstone

SHERATON-TOWERS

DETROIT, Mich.
Sheraton-Cadillac

CLEVELAND
Sheraton-Cleveland

BUFFALO, N.Y.
Sheraton Hotel

CINCINNATI, Ohio
Sheraton-Gibson

ST. LOUIS, Mo.
Sheraton-Jefferson

OMAHA, Neb.
Sheraton-Fontenelle

AKRON, Ohio
Sheraton Hotel

INDIANAPOLIS, Ind.
Sheraton-Lincoln

FRENCH LICK, Ind.
French Lick-Sheraton

RAPID CITY, S. D.
Sheraton-Johnson

SIOUX CITY, Iowa
Sheraton-Martin

SHERATON-WARRIOR

SIOUX FALLS, S. D.
Sheraton-Carpenter

SHERATON-CATARACT

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Sheraton-Montrose

SOUTH

MOBILE, Ala.
The Battle House

LOUISVILLE, Ky.
Sheraton Hotel

DETROIT, Mich.
The Watterson

SIOUX CITY, Iowa
Sheraton-Martin

SHERATON-WARRIOR

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in Cuba's most luxurious new hotel...the HAVANA RIVIERA...Vedado on the Malecon, Havana, Cuba!

Completely air-conditioned, with 400 luxurious ocean-view rooms...with Olympic pool, 75 cabanas, Solaria and Health Club...fine food in elegant dining rooms, spectacular Copa Night Club, magnificent casino, coffee shop, cocktail lounge and Doble o Nada Bar, the HAVANA RIVIERA offers a whole new world of pleasure in one of the most fascinating cities in the world!

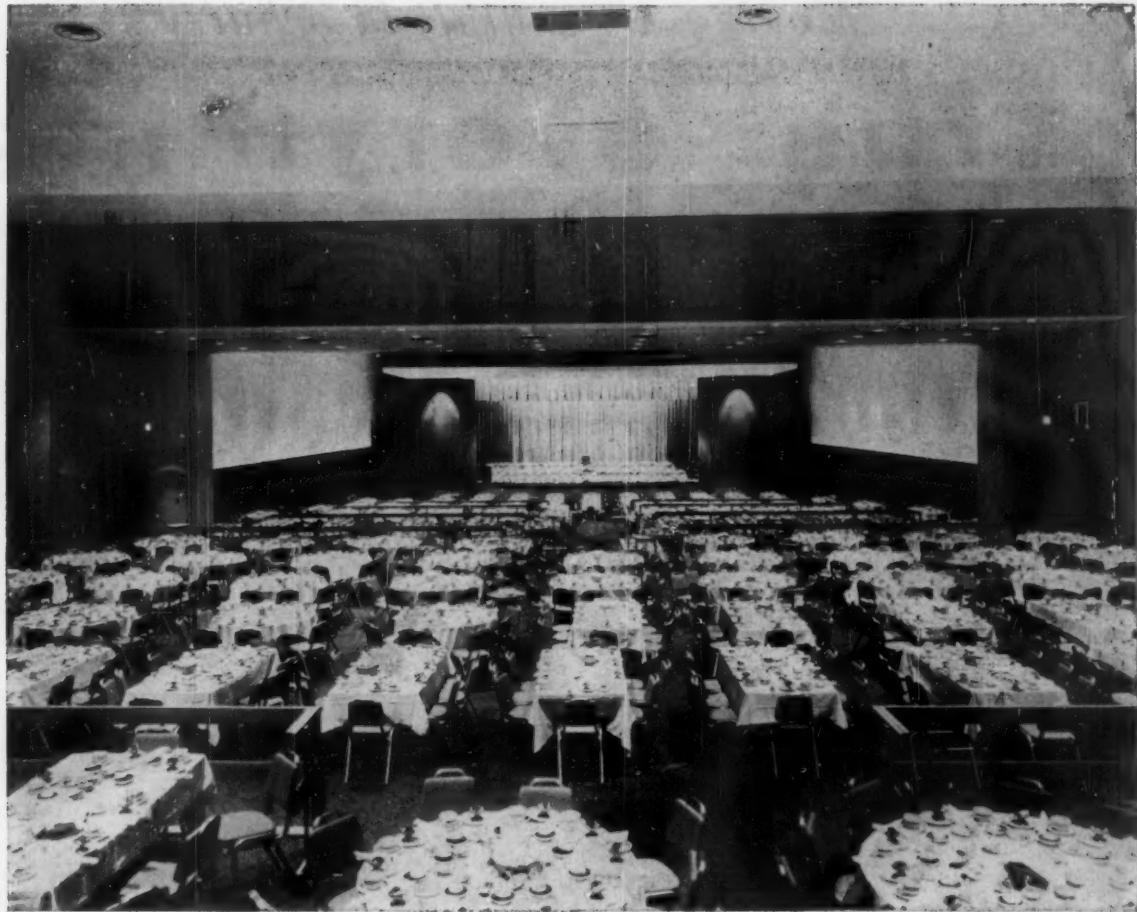
Designed with group meetings in mind, it offers spacious meeting rooms that will flexibly and comfortably accommodate from 50 to over 500...and every facility and service for meeting perfection!

MEET NOW...IN HAVANA'S FABULOUS FAVORITE!

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High, Wide and Handsome!!!

... that's how your convention will ride when you meet in Galveston's magnificent Moody Center. Large enough for conventions on a grand scale. Facilities for any kind of show or meeting, the ground Exhibit floor boasts a whopping 31,000 square feet. Convention hall (above) seats 3,500 at meetings, 2,000 at banquets. Closed circuit TV, 4,900 square feet dance floor, complete theatrical facilities, auto ramp — you name it, it's here.

And best of all, it's on tropical Galveston Island, facing the beach and flanked by the Southwest's finest beach resort hotels — the Galvez and Villa and the Buccaneer. Everything necessary for a successful convention — that's fun besides. Write today, Sales Department, P. O. Box 59, Galveston Island, Texas, for detailed brochure and open dates.

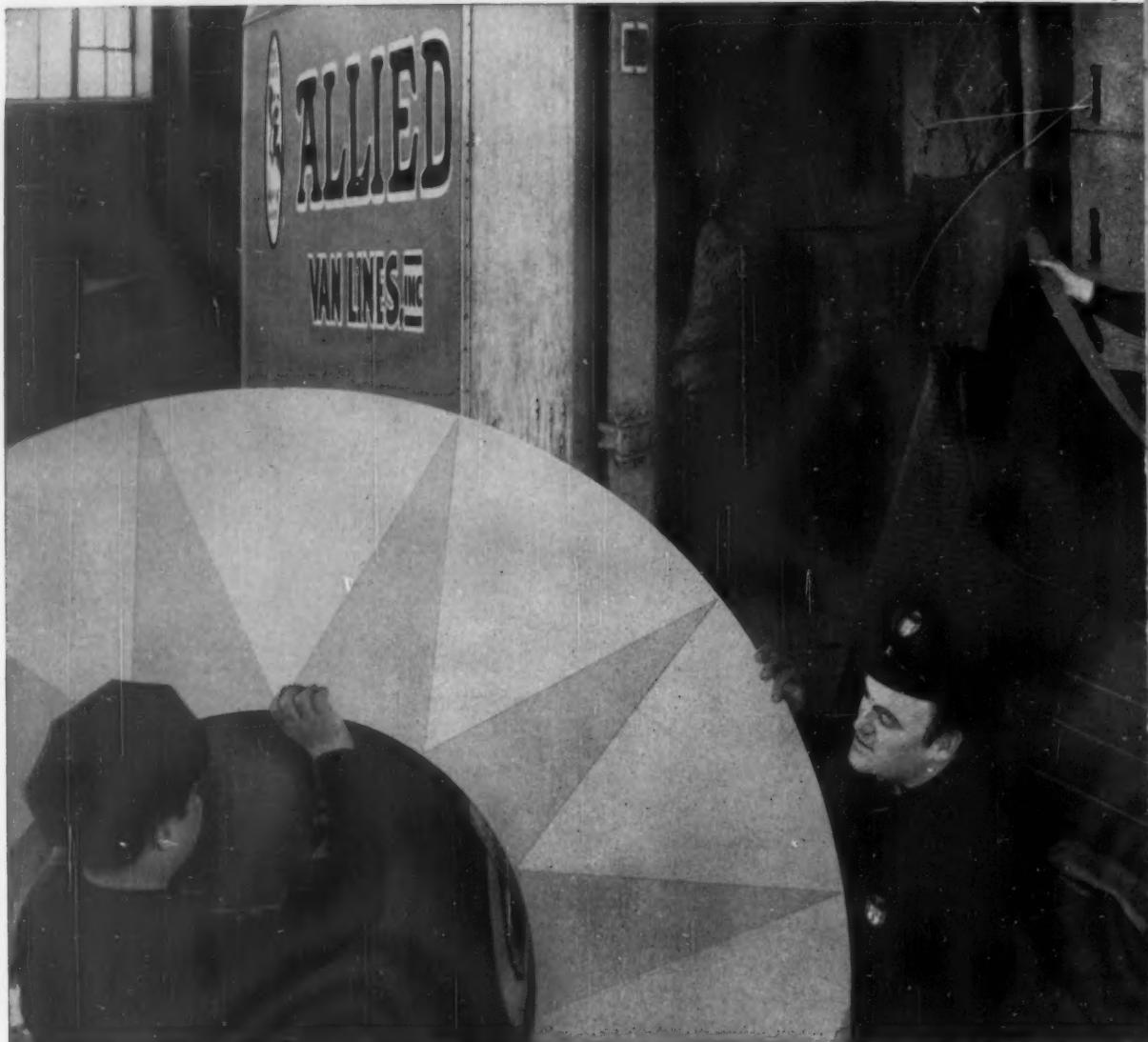


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At the heart of Galveston's beach, immediately next to the Buccaneer and Galvez hotels.

Moving an exhibit in a hurry?

Trust everything



Call Allied Van Lines, Inc.

Look for your Allied Man's number
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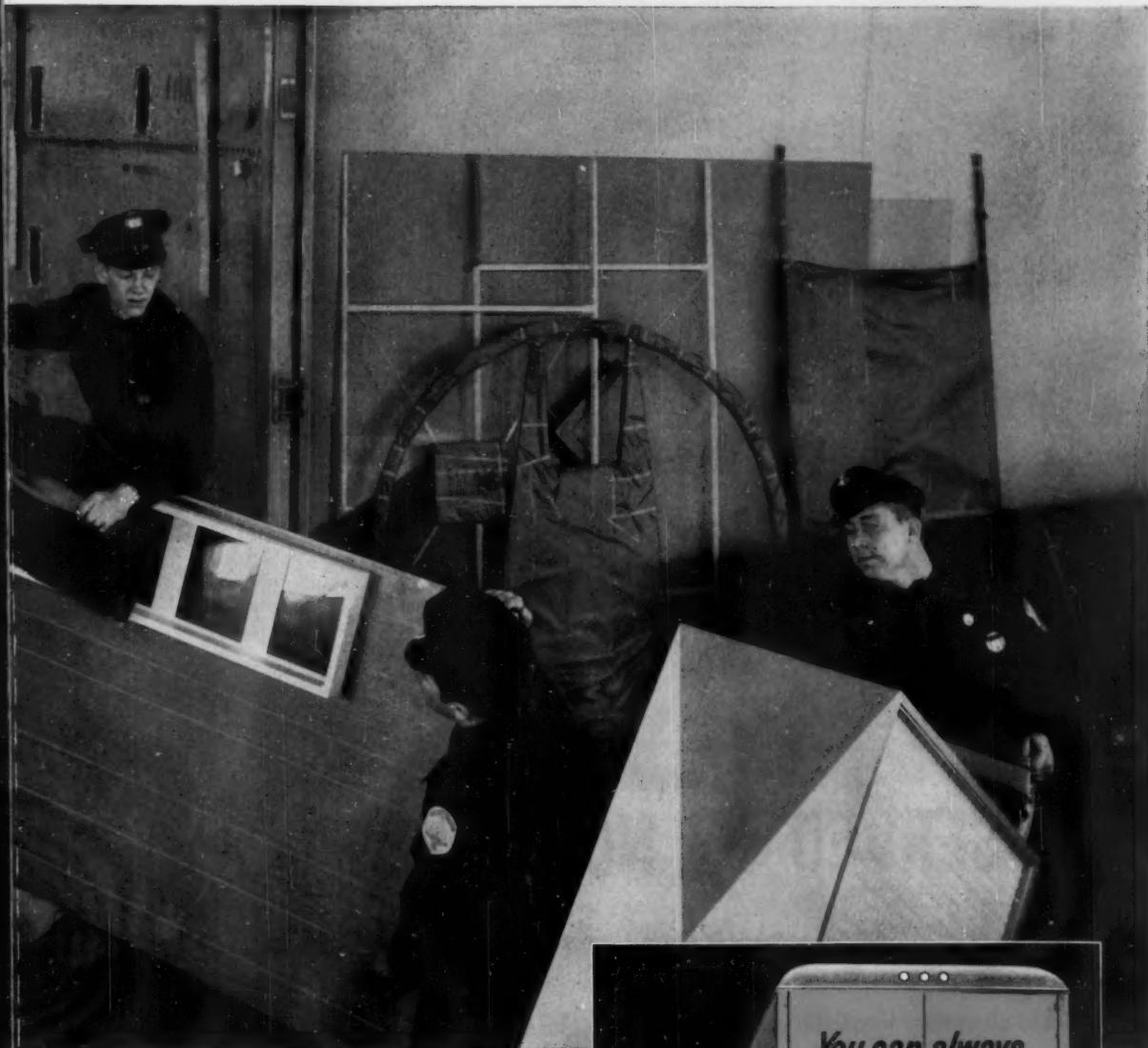
*More people do
again and again*



The show goes on—on time.

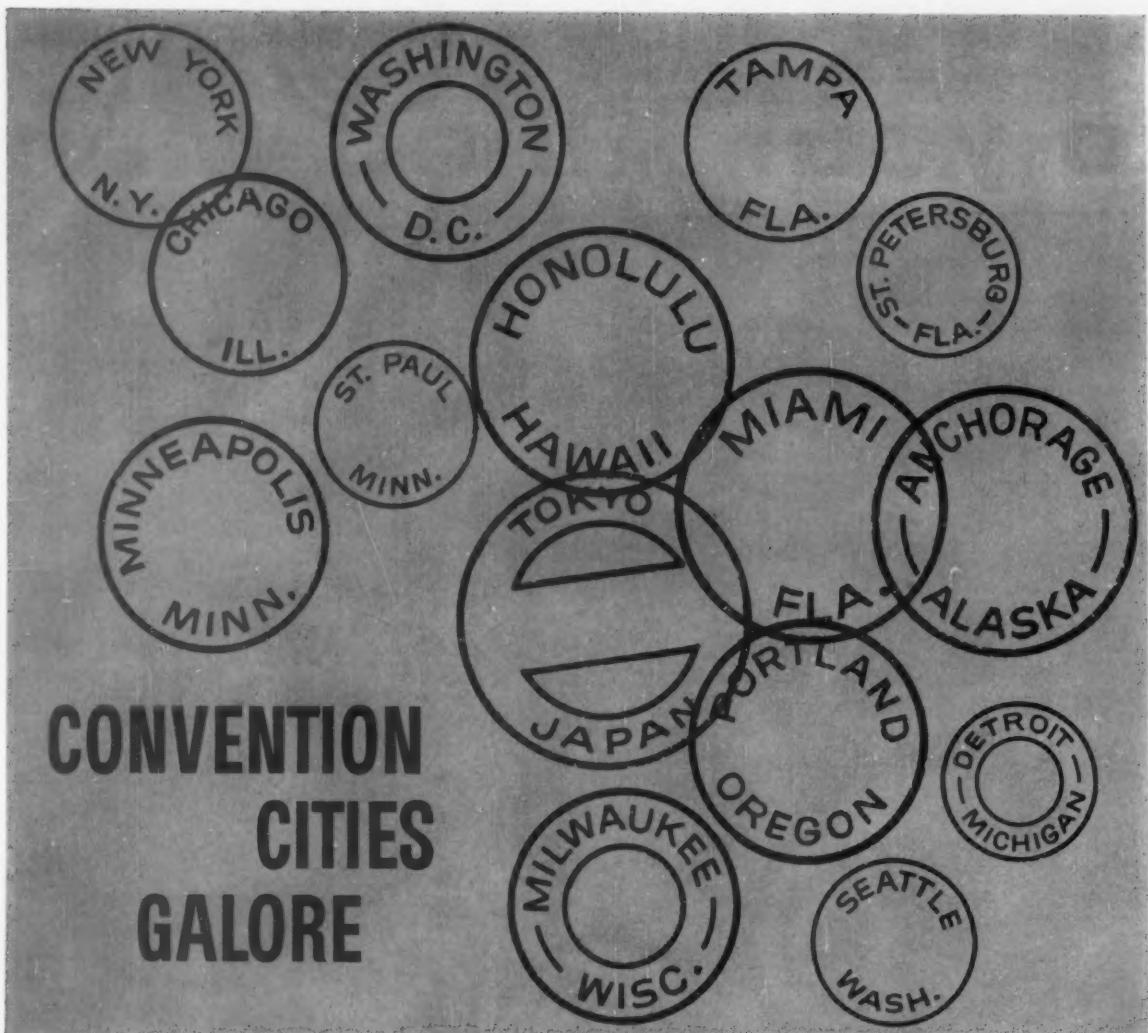
Relax, and let your Allied Man handle everything. He'll get it there on time, move it to the next show. This takes lots of experience, expert scheduling, plenty of equipment. And your Allied Man has it. Allied Men

to your Allied Man



have a gentle way with large, easily marred display panels—that keeps them new and fresh-looking longer. Your Allied Man is the world's largest mover—the leader in the moving business. Naturally, you can trust him to take care of your equipment *right!*





CONVENTION CITIES GALORE



The mark of a great convention or sales meeting is its location. And what could be more exciting than a convention in Hawaii . . . Tokyo . . . Florida . . . or Alaska?* Northwest Orient Airlines flies to all of these wonderful convention spots—plus many more. A convention in Northwest's Territory will be sure to boost your attendance and please every delegate. They'll have more fun flying there, too. On Northwest's Imperial Service, delightful surprises speed the hours: champagne . . . hors d'oeuvres . . . filet mignon. When you're planning your next convention, plan to have it in Northwest's Territory. Call your travel agent or write Northwest Orient Airlines, St. Paul 1, Minnesota for information concerning air transportation, hotels and convention facilities.

THE AIRLINE OF IMPERIAL SERVICE

**They make wonderful sales incentives, too!*



NORTHWEST
Orient **AIRLINES**

more for Moscow

We read with interest the description of "Our Exhibits Mission to Moscow" in the March 20 issue of Sales Meetings.

We would like to inform you that we have contributed 10 drums of polyester resin which will be used by the Rand Corp. in their exhibit at the Moscow exhibition.

Ralph R. Renzel
Vice President and
General Manager
Freeman Chemical Corp.
Ambridge, Pennsylvania

bouquet for "soundings"

This is to let you know that many of us here at Communications Counselors Inc. and Sales Communications Inc. read with intense interest your article in the March 20 issue of Sales Meetings on the Buick closed-circuit sales training meeting. As an old reporter and city desk man, I was particularly interested to see that you "took soundings" among Buick dealers and that their unvarnished reaction was as favorable as it was.

Richard W. Van Horne
Communications Counselors Inc.
New York 17, N. Y.

tough book to get

In the March 20 issue of Sales Meetings there is an article entitled "Have You Tried Gamesmanship?" In the beginning of the article, there is a reference made to Frank Sidel's book, "How To Win the Conference."

Our company is planning on having a sales conference in the near future and I have been trying very hard to get a copy of the book. I called just about every book store in New York City but was unsuccessful. One of the stores finally volunteered the information that this was a Prentiss-Hall book. Upon contacting Prentiss-Hall, I was told that this book is out of print.

I did manage to borrow a copy from the New York Public Library.

I thought you might want to know.

Paul J. Funk
Ass't to Field Sales Manager
Textile Sales Division
The Kendall Company
New York 18, N. Y.

misplaced credit

We appreciate your giving us credit for the design in your recent article (March 20, pg. 64) about the Champ which is being shown as part of the Agricultural Department's Traveling Exhibit in Italy. The Champ, which is one of the major attractions in the exhibit, was actually designed by Gardner Display Co. and not by Walter Dorwin Teague Associates as stated. We designed the overall exhibit including the interiors and exteriors of the special trailers, the theme pylons, etc., and also supervised the building of the display in Spain.

I hope you will correct the misstatement regarding the design of Champ.

Walter Dorwin Teague, Jr.
Walter Dorwin Teague
Associates
New York 17, N. Y.

wants 'why exhibit?' data

My company has associate memberships in many national organizations, whose member companies are consumers of our products. These member companies periodically have expositions, trade shows or "fairs" in connection with their conventions.

We try to attend as many of these events as we can, bringing a booth, etc.

I have been asked to give a talk at our next sales meeting on the value accruing to my company through our appearing at these expositions. I am looking for statistics and general material regarding attendance at such conventions, where, who, how many, how often, etc.

Mr. Woodward of the Cleveland Statler thought you could help me since your publication is concerned with trade shows and conventions.

Thank you for your cooperation.

Elmer D. Gildersleeve
Associate Manager-Industrial Sales
Diamond Crystal Salt Co.
St. Clair, Mich.

cartoons for program

We are preparing a printed program for a sales meeting of distributors of our Page Fence and it has been suggested that to liven it up we might use some cartoons

The Prudential Auditorium**Chicago's newest
(and smartest)
meeting hall!**

Prudential's handsome, new assembly hall offers unique facilities to make your sales meetings more successful! With a seating capacity of 1100 people, it features flexible seating arrangements to meet any meeting requirement. For luncheon or dinner, up to 425 people can be seated and served. Catering service is available.

Prudential's Auditorium stage is a full 40-feet wide, 20-feet deep—and raised 42 inches above main floor for "vantage point" viewing—anywhere in the Auditorium. Stage lighting facilities offer 120 and 208-volt current. And, for your convenience, there's a public address system plus a projection booth for slides and motion pictures.

Let the splendid, new Prudential Auditorium facilities help put your next sales meeting across! For reservations, contact:

WHITEHALL 3-2800, EXTENSION 261

Check this partial list of organizations who have held successful meetings in the Prudential Auditorium.

- Life Magazine
- Wilson & Co., Inc.
- Westinghouse Electric Corporation
- Edward Hines Lumber Company
- Ford Motor Company
- Sears, Roebuck and Co.
- American Steel Foundries
- Needham, Louis & Brorby
- Commonwealth Edison Company

For smaller meetings, the Prudential Building offers convenient Conference Rooms on the 2nd and 19th floors . . . accommodating up to 50 people.

THE PRUDENTIAL BUILDING

Randolph, just East of Michigan Avenue

CONVENTION IN CANADA!

Let a
Canadian
National
Hotel
be
your
host!



Canadian National Hotels are especially designed to provide superb facilities, accommodations and service. In colourful settings from coast to coast, CNR Hotels render a complete service for conventions.

For full information, including thorough travel and convention-planning services, write:

A. P. Lait, Manager, Convention Bureau,
Canadian NATIONAL Railways,
Montreal, Canada

TRAVEL RELAXED...TAKE THE TRAIN

*A CNR Hotel operated by Hilton of Canada Ltd.

Under joint management of Canadian National Railways and the Canadian Pacific Railway Company.



LETTERS

continued

that appeared originally in Sales Meetings. (Page 104, Jan. 4, 1957; page 120, Mar. 1, 1957; page 94, May 3, 1957; page 77, Sept. 19, 1958, and page 49, July 4, 1958—"The Big Meeting.")

The first four seem to be cartoons by "Harbaugh" and the last bears a copyright notice by Eldon Frye. On the first we might want to change the background from "air tanks" to a chain link fence.

Will you please let us know whether it would be possible to reproduce these cartoons and if so what the charge would be for doing so?

E. V. Creagh

Advertising and Sales
Promotion Manager
American Chain & Cable
Company, Inc.
Bridgeport 2, Conn.

► Permission to reproduce first four cartoons granted. For permission to reproduce the Frye cartoon contact Eldon Frye, Box 475, Del Mar, Calif.

seeks show management

At a recent meeting of the Greeting Card Direct Sellers it was decided to conduct a trade show in the near future.

We are interested in discussing the possibilities of having a firm experienced in expositions organize it for us.

I would sincerely appreciate receiving any information in this connection or the names of organizations we could contact who could provide us with data pertinent to our needs.

Jerry Cooper

Temporary Chairman
Direct Sellers' Greeting
Card Trade Show

to make better readers

This is to request permission to reprint an article from the March 20, 1959, issue. The article is "How to Master the Art of Reading Speeches" appearing on page 112.

We would send the reprint to retail store executives in the Chicago area.

Robert S. Harms
Assistant Promotion Director
Chicago Daily News
Chicago 6, Ill.



Honored by great organizations of America...

For Service Beyond the Call of Duty



- **Personalized attention:** Your first contact at Henry Hudson becomes your group's very own *aide de camp*, to guide you through your stay at the Henry Hudson, to take care of *everything*.
- **Choice location**—steps from the Coliseum, a short walk to Times Square, Radio City.
- **Complete Facilities** for groups of 10—1,000, with largest banquet-meeting space of any hotel in the Coliseum zone.
- **1200 choice guest rooms:** your group can *stay together* when you hold your function at the Henry Hudson.

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Mr. Frank W. Berkman, Henry Hudson Hotel, Dept. A-5
353 West 57th St., New York, N. Y.

Kindly send me full information about meeting room facilities and service.

Name _____

Company _____

Address _____

City _____ Zone _____ State _____

Le Reine Elizabeth  *The Queen Elizabeth*

THE LATEST WORD IN SERVICE FOR CONVENTIONS!



You and your group are assured of the most efficient attention, gracious service, and the ultimate in function facilities when you hold your convention or sales meeting at The Queen Elizabeth, Canada's newest and finest hotel. Here are 15,000 square feet of exhibit space, 23 meeting rooms for up to 3,000 for meetings or 2,000 for banquets... and 1,216 spacious guest rooms, each with individually controlled electronic heating and air conditioning. Yours at The Queen Elizabeth are the same impeccable service and superb convention facilities as thousands have enjoyed at The Waldorf-Astoria, Palmer House and other Hilton Hotels in the United States. Added welcome conveniences are the direct indoor connections to the garage (free to room guests), the Canadian National Railways Station and Montreal Air Terminal. Delegates attending conventions here will thoroughly enjoy their visits to Montreal, where British institutions and French traditions are delightfully blended. Plan now for your next meeting at Montreal's most modern convention hotel.

THE QUEEN ELIZABETH

MONTREAL, CANADA (a C.N.R. Hotel)

Donald M. Mumford, General Manager

For information contact The Queen Elizabeth, Montreal, Canada—Telephone UNiversity 1-3511, or Sales Division, Hilton Hotels International, The Waldorf-Astoria, New York 22, N.Y.—Tel. MURray Hill 8-2240.

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FLORIDA'S GOLD COAST!



FLY NATIONAL!

*Your National flight is as
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COMPLETE CONVENTION SERVICE

- Fast modern Club Coaches and World-famed Star flights. National's Half-Fare Family Plan, Excursion Fares, and Go Now - Pay Later Plan help build attendance.
- National's trained personnel gives you prompt, courteous, professional service.
- National serves more Florida cities than any other airline—and a grand total of 36 cities plus Havana.

Famous GOLD COAST Cities

MIAMI BEACH FORT LAUDERDALE
MIAMI BOCA RATON
HOLLYWOOD THE PALM BEACHES

SUPERB CONVENTION FACILITIES: Convention Halls • Sales Presentation Equipment and Assistance • Restaurants. WONDERFUL RECREATION FACILITIES: Fishing • Golfing • Bathing • etc.

CONTACT CONVENTION MANAGER

For assistance in all phases of your transportation planning, contact any National Airlines ticket office or write or wire:

Convention Manager, National Airlines, Inc.
P.O. Box NAL, International Airport
Miami 48, Florida

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FOR INSTANCE . . . The Caribbean's largest convention hotel

habana  hilton

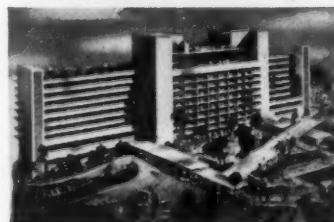
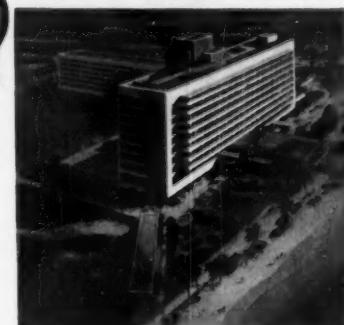
HAVANA · CUBA

LATIN AMERICAN or CARIBBEAN CONVENTION?

check Hilton first

Today, more and more executives are looking abroad for effective meeting sites. They're looking for fine business meeting facilities where audiences will be attentive; unusual places for off-hours relaxation; luxurious settings for post-convention tours. Where better than the Caribbean or Latin American areas? And where better than in one of these four beautiful and modern Hilton Hotels?

Get the full convention story on any or all of these fine hotels from: Sales Division, Hilton Hotels International, The Waldorf-Astoria, New York 22, N. Y. Telephone MUrray Hill 8-2240



*Hilton Hotels
International*

CONRAD N. HILTON
PRESIDENT

AND . . . more of the finest in flexible convention facilities

Caribe Hilton

IN BALMY SAN JUAN, PUERTO RICO, U. S. A.

Set on a beautifully garden-landscaped peninsula, The Caribe Hilton offers complete seclusion for conventioners, plus all summer sports and other entertainment.

- 450 air-conditioned rooms
- Meeting capacity: 10 to 500
- Pool, surf bathing and other sports
- No passport or currency problems
- 5½ hours from New York, 3½ hours from Miami

El Panama Hilton

IN GLAMOROUS PANAMA,
REPUBLIC OF PANAMA

This past year, some of America's most progressive organizations convened in this 300 room, air-conditioned hotel. The exotic atmosphere leads to fresh, imaginative solutions. Convention facilities serve up to 1200. Swimming pool, tennis courts.

*Continental
Hilton*

IN THE HEART OF MEXICO CITY
Everything, including your meetings, absorbs the vivid colors of this historic metropolis. Meetings from 40 to 350 persons, and all 400 rooms are delightfully air-conditioned.

IN DOWNTOWN MIAMI...

CONVENTION
FACILITIES

?

.....WHICH WILL IT BE?...

VACATION
FACILITIES

?

THE
NEW
Everglades HAS BOTH!

NOW — The Perfect Convention Hotel! . . . a-glisten with \$3,500,000 worth of sparkling improvements and additions. Wonderful between-meetings play, superlative convention facilities . . . all in the convenient, business-like atmosphere of downtown Miami, right on U.S. 1.

THE NEW
Everglades
OVERLOOKING BISCAYNE BAY

BISCAYNE BOULEVARD • 2nd to 3rd STREETS • MIAMI, FLORIDA

Largest Auditorium in any
Miami Hotel... Capacity 2000

Plus 10 other meeting rooms,
accommodating 25 to 500 each.

- 4 RESTAURANTS . . . from a snack to a feast!
- 4 COCKTAIL LOUNGES!
- ROOFTOP SWIMMING POOL SUN-AND-PLAY-DECK AND GARDENS!
- SPACIOUS OUTSIDE GUEST ROOMS!
- PARKING FOR 500 CARS ON PREMISES!
- AIR-CONDITIONED AND HEATED THROUGHOUT— Individual Room Controls!
- Let Our Sales Director tell you what can be done for your group



SALES MEETINGS/Part II SALES MANAGEMENT

-SM FACILITIES ROUNDUP

JAMAICA, W. I.

Sheraton Corporation of America will build and operate a \$3-million, 200-room air-conditioned hotel in Kingston. Ground will be broken June 1. Hotel is expected to open by winter of 1960-'61. It will provide group facilities for up to 1,000 persons. It will have 200 twin-bedded rooms, three dining rooms, three cocktail lounges, and an arcade of shops. Other facilities include a swimming pool, night club, and landing-strip.

WASHINGTON, D. C.

New 100-unit motor inn adjoining Shoreham Hotel will be ready for occupancy sometime this spring. Guests of the inn will be able to use hotel's facilities. They will have access to main building through an enclosed corridor leading directly into the Shoreham lobby and coffee shop.

HALIFAX, N.S.

Target date for opening the addition to the Nova Scotian Hotel is spring, 1960. Eleven-story air-conditioned wing will include a new ballroom to accommodate 600 at banquets and 800 at meetings. Present ballroom will be enlarged. Four private dining rooms will seat 40 to 200. Addition will give hotel a guest capacity of more than double its present 150 bedrooms.

NASSAU

British Colonial Hotel has completed \$150,000 worth of new convention facilities, including Governor's Hall, a new auditorium. Auditorium features a proscenium stage suited for Broadway stage productions. It contains latest in audio and visual aid equipment. Fully carpeted and air-conditioned, room will seat 600 for meetings or 500 for meals.

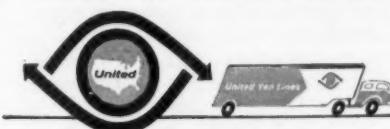
CINCINNATI

Cincinnati Music Hall ballroom has been completely remodeled and redecorated at a cost of \$300,000. Decor features world's largest color photograph—a 20 by 80-foot mural of Hawaii's Waikiki Beach and Diamond Head. It covers ballroom's west wall. Ballroom, which



You'll do better with United service, too... save on crating, cartage and set-up time. Ask your nearby United Agent for full details. He's listed under "MOVERS" in the Yellow Pages.

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MOVING WITH CARE *Everywhere.*

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A fact-packed booklet explaining how to "PUT YOUR SHOW ON THE ROAD... THE MODERN WAY."

Write to: UNITED VAN LINES
St. Louis 17, Mo.

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WHY UNITED'S EXTRA CARE CAN HELP YOU BOOST CONVENTION ATTENDANCE

Most important is the fact United makes it easy for your members to attend — fast, convenient service to major convention cities coast to coast and to Hawaii.

Next comes choice of service: luxurious Red Carpet* flights, the most glamorous travel in the sky. Or low-fare CUSTOM COACH with delicious food and "stretch-out" comfort. Also regular Air Coach.

Remember, too, every United Mainliner® is radar equipped to assure

your members of a smoother, more dependable flight.

Last, but not least, is United's personalized planning service to help you spark even greater attendance. And, in case you didn't know, United's reserved air freight guarantees space for shipping all your convention material economically and on time.

For full details, call United's nearest office. Or write M. M. Mathews, Mgr. of Convention Sales, United Air Lines, 36 S. Wabash, Chicago 3, Ill.



EXTRA CARE AT NO EXTRA FARE ON UNITED—THE RADAR AIRLINE

FACILITIES ROUNDUP

continued

is 23,000 sq. ft., has been equipped with latest facilities and modern conveniences. It can be used for meetings, conventions, exhibits, dances and banquets. It will handle 2,000 persons for buffets and about 2,400 for dancing and night-club entertainment.

DALLAS

Four-day grand opening was held recently for new 600-room, \$35-million Sheraton-Dallas Hotel. Ballroom consists of three areas divided by acoustical folding partitions. Three areas combined will seat 1,500 for banquets or 2,100 for meetings. Smaller meeting or dining areas are available. Hotel has its own closed-circuit TV network and a comprehensive communications system.

MINNEAPOLIS

Radisson Hotel has embarked on a \$4-million expansion and improvement program. New 14-story, 200-room addition will give hotel a total of 700 rooms. Ballroom will seat 1,750 for banquets or 2,500 for meetings. Addition will give hotel 12 meeting rooms for smaller groups. Approximately 20,000 sq. ft. of exhibit space will be available plus additional space in the basement. Improvements will be made throughout hotel. Completion date is slated for spring, 1961.

COLUMBIA, S. C.

New 150-room addition to Hotel Wade Hampton has increased total guest room capacity to 350. Four new meeting rooms have been added to improve convention facilities. Rooms may be used separately to accommodate small groups of 45 to 100 or as one to accommodate 265 persons. Ballroom, which has also been expanded, will accommodate 1,065 for meetings or 735 at a seated banquet. Ballroom may be divided into three separate areas for smaller groups.

TORONTO, ONT.

Convention space in Royal York Hotel has been doubled since opening of new air-conditioned addition Feb. 21. Number of convention rooms has been increased from 13 to 27. Addition of 400 bedrooms means that more than

1,000 of hotel's 1,600 rooms can be set aside for use at a single convention. Canadian Room will seat approximately 2,300 delegates at a meeting or will provide dining space for some 1,550.

SANTA MONICA, CAL.

New \$3.5-million addition to Hotel Miramar is complete. Two hundred new guest rooms and nine air-conditioned public dining and meeting rooms have been added. Satellite Ballroom, largest of the new public rooms, will accommodate 1,000 persons. Addition will have a heliport on the roof to put guests within 10 minutes of Los Angeles International Airport. Work is continuing on a \$750,000 multiple story garage, which is expected to be completed in the fall.

ST. LOUIS

St. Louis Merchandise Mart opened its new 40,000 sq. ft. Trade Show Exhibition Hall April 10. Air-conditioned building is designed to provide expandable space units. It can accommodate up to 250 individual show rooms. Each room is individually lighted, equipped with telephones and may be locked by exhibitor. Hall is located on the second floor of the mart. Loading facilities and freight elevators are available.

EDMONTON, ALBERTA

Sheraton Corporation of America will build a 350-room convention hotel in this Canadian city, announces Ernest Henderson III. Hotel will have convention and ballroom facilities for 900. It will be of contemporary design and will have five levels of parking for cars.

AUSTIN, TEXAS

New \$3-million Municipal Auditorium is now in operation. Auditorium is air conditioned and has a seating capacity of 4,350. Building has 43,000 sq. ft. of exhibit space on main floor and 35,000 sq. ft. in the basement.

PORTLAND, ORE.

Construction is underway on \$8-million Exposition-Recreation Center. Completion date is set for late fall, 1960. Exhibition Hall will offer 53,000 sq. ft. of exhibit space plus numerous small rooms. Adjoining the hall will be an area which will have a permanent ice floor. Structure will be about 90

NEXT TIME MEET IN BERMUDA



Here's the ideal island setting for successful sales meetings, small conventions and directors' sessions . . . beautiful scenery, comfortable climate, fewest interruptions. Bermuda's only hours away from major cities in the United States and Canada. Just 3 hours by air from New York, daily flights by trans-Atlantic airliners. A week-end away by luxurious ocean liner, sailings weekly.

Recreation facilities are superb . . . for golf, tennis, fishing, swimming . . . for sightseeing and duty-free shopping too. *



Restaurants are excellent. Famous hotels have dancing and nightly entertainment. Bermuda is well experienced in expertly taking care of all the requirements of small or large groups. Rates are reasonable.

FREE New 24-page booklet, "Bermuda . . . Headquarters for Memorable Meetings and Conventions." Write for it today to: The Bermuda Conference Service (Room 319) 620 Fifth Ave., New York 20, N.Y.

Suddenly Puerto Rico is the convention capital of the Caribbean

MORE AND MORE mainland groups are convening in Puerto Rico. And for good reason.

You can count on glorious weather all year round. *There has never been a heat wave or a cold snap.*

Temperatures nearly always stay in the seventies and eighties, and the average varies only six degrees between summer and winter. The sun shines 360 days a year!

Magnificent new hotels

Puerto Rico has complete, modern facilities for conventions of all sizes.



Mr. Ernest M. Wuliger, Executive Vice President of Sealy Mattress Company, says: *"Our dealers still talk about the wonderful time that they had in Puerto Rico."* Recent

And recently, accommodations were expanded still further by the opening of three new, ultramodern hotels.

Sports, sights, night life

Puerto Rico offers a dazzling choice of things to do during off-hours. The waters teem with big game fish. The sailing and skin-diving are superb. There are miles of clean, quiet beaches. Championship tennis courts. And the famed Dorado Beach golf course. You can visit a tropical rain forest, shop for gifts in Old San Juan. At night you'll find a cosmopolitan

variety of restaurants and nightclubs, music, theater, and even Class-A baseball in Fall and Winter.

Easy to get to

Puerto Rico is less than 5½ hours by air from New York. No passport, no inoculations. The dollar is currency. English is spoken.

We'll be glad to help you with arrangements. For details, call Circle 5-1200 in New York, or write Tourism Dept. SM-15, Commonwealth of Puerto Rico, 666 Fifth Avenue, New York 19, N. Y.

***20,000,000 SUCCESS**

THE **DEAUVILLE**

CELEBRATES ANOTHER RECORD BREAKING YEAR!
THE REASONS ARE CLEAR



THE DEAUVILLE, conceived as a magnificent convention-hotel, engineered in advance design, architecture and decor, offers the perfect setting for smoothly functioning conventions, regardless of size. This ultra-modern 600 room convention luxury hotel, occupying two blocks on the Atlantic Ocean in the Heart of Miami Beach, is an IRRESISTIBLE invitation to business, pleasure and relaxation for delegates and their families.

THE DEAUVILLE CONVENTION HALL, over 21,000 square feet of unobstructed floor space, comfortably seating 3,500 people theatre-style... accommodating 2,500 people banquet-style. Sound-proofed sliding walls can be partitioned into two or three more areas for smaller groups.

AIR CONDITIONED! SOUND CONDITIONED! LIGHT CONDITIONED!

"Projectioneered" for conventions, SUPER-abundant for the most demanding display purposes. Heavy exhibits are handled by powerful elevators that can lift a truck HYDRAULICALLY from the loading ramp to the auditorium's stage.

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continued

ft. high. It will cover one and one-half square blocks and will seat between 12,000 and 13,000 persons.

CHICAGO

Sheraton Hotel will have a new \$8-million, 600-room wing. New addition will give hotel 1,100 rooms. Upon completion in mid-1960, hotel will be called Sheraton Towers, according to management.

World's largest motel, \$3.5-million Lake Tower on the city's lake-front opened May 1. Motel features an outdoor swimming pool, three-level garage, conference, banquet and salesmen's sample rooms and 13 executive suites.

PORT OF SPAIN, TRINIDAD

Ground breaking crews have begun to clear for new \$9 million, 250-300-room Hilton Hotel. Government is financing hotel in all-out bid for tourist trade and will turn it over to Hilton Hotels International to operate and manage.

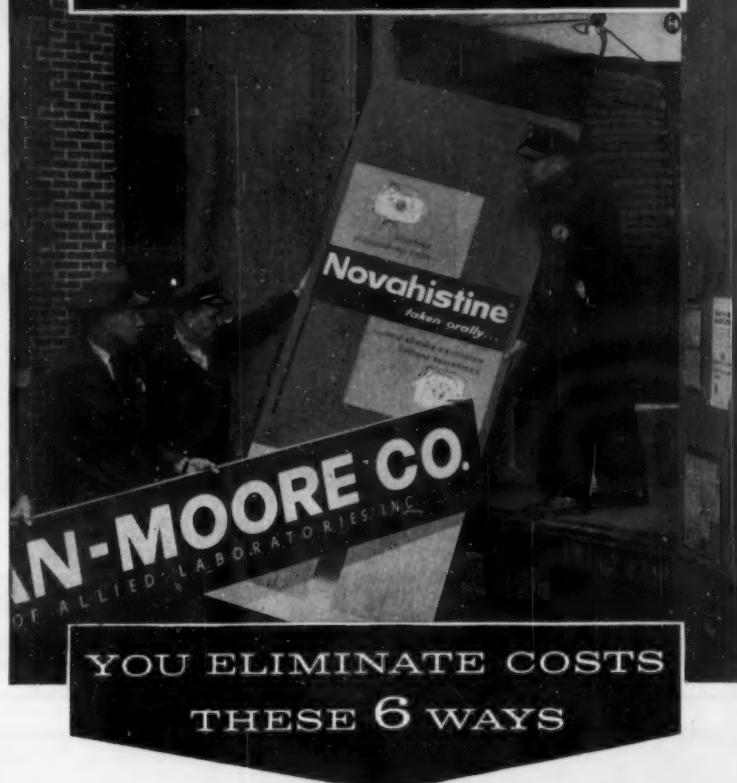
HIGHLAND PARK, ILL.

City's new \$2.5-million Villa Moderne Motor Hotel will accommodate groups of 10 to 650. It has a closed-circuit TV system, portable stages, speaker's stands, sound, film and lighting equipment. Skokie room's 2,500 sq. ft. can be utilized for sales meetings, luncheons, banquets and special exhibits or showings. Special loading ramps at the rear of the hotel lead directly into this room to make it possible to bring in products as large as automobiles. Four additional, smaller rooms are available for meetings. Other facilities include a heliport, outdoor and indoor swimming pools, outdoor iceskating rink and a summer theater.

LAS VEGAS

Construction has begun on exhibit and convention hall addition to the Dunes Hotel, and 500-car parking lot. Convention center is expected to be complete by July 1, says Dunes President M. A. Riddle. It will seat 1,000. New 6,600 sq. ft. hall will be integrated into present hotel structure and will contain complete facilities for conventions, trade shows, and public meetings. Electronically-controlled walls will permit interior to be divided into five separate meeting rooms.

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Tally-Ho Room	50	45	
Garnet Room	40	35	
Rooms, 1-2-3	150	135	
Room 4	40	30	
Room 5	50	50	
Crystal Ballroom & Lounge	1,500	1,300	
Texas Room	225	185	

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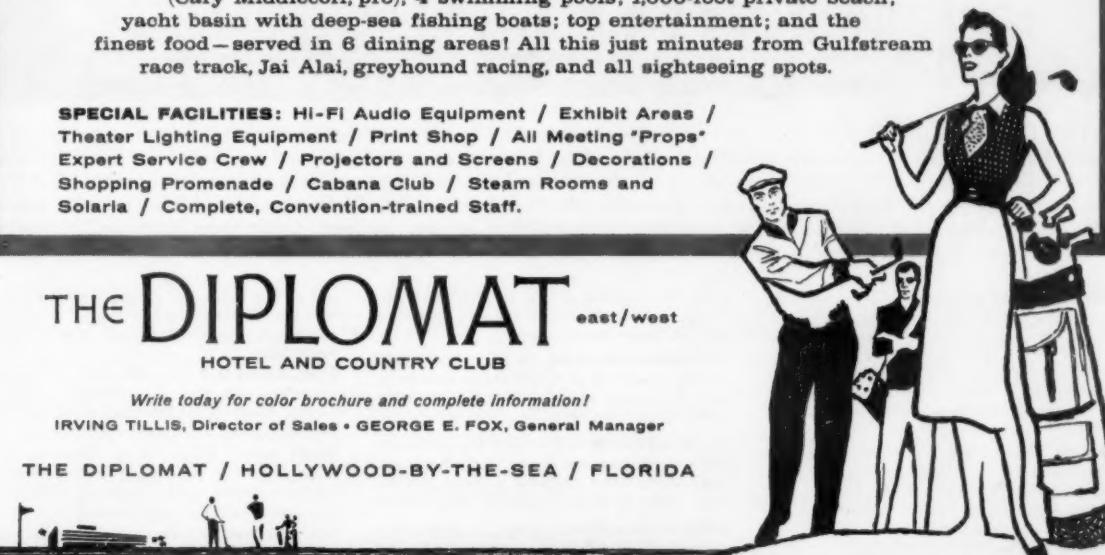
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EMPEROR HOTEL, Victoria, B.C. Located on Vancouver Island, evergreen playground of the Pacific Northwest Coast. Set in beautiful rose garden. 573 rooms, private dining rooms. Meeting, exhibition rooms. Coronet Lounge. Hunting, golf, riding, fishing, swimming in famous Crystal Gardens. Mild climate. Year-round.

CHATEAU LAKE LOUISE, Lake Louise, Alberta. Surrounded by snow-capped peaks, timbered trails; fronted by serene Lake Louise. 400 rooms. Adequate convention facilities. All Alpine sports. Boating, riding, swimming pool, dancing, hiking. June-September.

BANFF SPRINGS, Banff, Alberta. Barony retreat mile-high in the Canadian Rockies. Spectacular view. 600 rooms, every convention facility. For fun: swimming, shuffleboard, riding, golf, dancing. May-September.

THE PALLISER, Calgary, Alberta. 484 rooms,

radio, TV available. Dining room, coffee shop. Range Room, Penthouse Lounge. Centrally located. Year-round.

THE SASKATCHEWAN, Regina, Sask. 270 rooms, all with radio. Comfortable accommodations. Good food and service. Dining room, coffee shop. Year-round.

ROYAL ALEXANDRA, Winnipeg, Manitoba. 445 well-furnished rooms, dining room (a-la-carte and table-d'hôte). Selkirk Lounge. Coffee shop. Many convention facilities. Year-round.

CHATEAU FRONTENAC, Québec. Commands a view of the mighty St. Lawrence and quaint Québec. 600 luxurious rooms, meeting and exhibition rooms, private dining rooms, sound projectors. For relaxation: snow sports, golf, sight-seeing, dancing. Year-round.

ALGONQUIN, St. Andrews-by-the-Sea, New Brunswick. Wonderful Old English atmos-

phere, fine food and service. Accommodates 350. For after-meeting hours: golf, swimming, tennis, fishing, shuffleboard, sailing. June-September.

CORNWALLIS INN, Kentville, Nova Scotia. Set in the peaceful orchards of the lush Annapolis Valley. Facilities for 150, ideal for small gatherings. Fishing, golf nearby. Year-round.

DIGBY PINES, Digby, Nova Scotia. Unique fishing-town inn. 189 rooms, 31 cottages. Convention facilities. Golf, swimming, tennis, fishing. Superb seafood. June-September.

LAKESIDE INN, Yarmouth, Nova Scotia. Snug English inn, accommodating 120. Cottages, too. Comfortable convention facilities. Golf nearby, tennis, swimming, fishing. July-August.

Canadian Pacific

Third Annual United States World Trade Fair began its 12-day stay in the New York Coliseum May 8. About \$75-million in imported goods and services are on display in over 3,000 exhibits from 64 nations.

First National Floor Covering Exposition has re-set its date to February, 1960, at New York Coliseum. It will fill one floor with extra space allocated for films, contests and special features.

New method of registering and identifying visitors will be featured at annual National Restaurant Show, May 11-14, at Navy Pier, Chicago. Some 40,000 Addressograph plastic identification cards will be issued. An advance registration form has been sent to all delegates so their cards can be embossed beforehand. For those who do not pre-register, a battery of Graphotype machines will be set up to turn out cards on the spot. An inexpensive, portable Addressograph imprinter will be located in every booth. This will eliminate writing names and addresses for literature requests. Idea is a joint venture of the National Restaurant Association and Addressograph-Multigraph Corp. Show Managers are Andrews, Bartlett & Associates, Inc. Show management will use first badge impression to create a list of show visitors. List will be reproduced for exhibitors every day of the show.

Strauss Decorating & Exposition Co., Inc., has appointed Edward J. Mack vice-president in charge of shows and conventions. Robert E. Oberfelder was appointed vice-president in charge of displays and exhibits for the New York-based company.

Fifth National Electrical Industries Show has been scheduled for March 6-9, 1960, at New York Coliseum.

Chicago's two major farm shows, International Livestock Exposition and International Dairy Show will merge this year. Decision to merge the two nine-day events into one 13-day run was brought about by the poor draw of the rodeo, featured attraction during the six years of the dairy show. It will be the first time in the 60-year history of the livestock show that purebred dairy cattle will be exhibited with beef cattle, sheep and swine.

For the first time, American Institute of Architects-Producers Council Products Exhibition will feature prizes to encourage maximum viewer interest. Exhibition will be held from June 22-26. Two \$100 prizes will be given away each day for the first four days. Grand prize, worth \$500, will be awarded at the closing session. Only corporate members of the AIA are eligible.

British industrial exhibition will be held in Moscow in May, 1961. Soviet Union will reciprocate with a Russian industrial products exhibition at Olympia, London, in July of that year. Site for the British exhibition in Russia has not yet been determined.

Wilding Picture Products, Inc., industrial motion picture producer for 45 years, announces a change of name. Now it's Wilding, Inc.

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of the United States at the Third Tokyo International Fair, May 5-22. One of the portable aluminum buildings will house the U. S. Department of Commerce exhibit. Theme is "Modern Research and New Ideas in Marketing—the Principles of American Business." Second pavilion will feature an operating research and training reactor of the type used in the training of nuclear scientists. "The Atom in the Service of Mankind" is the theme.

Two American exhibit producers have been signed to build exhibits for Russia's show in New York Coliseum this summer. The Displayers, Inc., and Ivel Construction Corp. are now working on U.S.S.R. exhibits which have to be ready for show opening on June 28. Soviet show is exchange arrangement that allows U.S. to exhibit in Moscow.

Biggest midyear National Housewares Exhibit is slated for July 13-17 in Atlantic City Convention Hall. Record 715 exhibits have been signed. All areas in Convention Hall will be used for the show, according to Dolph Zapfel, show manager.

Office Equipment Manufacturers Exhibits plans its inaugural exposition in Washington, D. C., Sept. 23-25. Each year the show is to move to a different city. At least four major markets will be considered for future sites. Show manager is Rudolph Lang, former director of National Business Show, New York City.

To stimulate French companies to open markets abroad, French Government offers "trade fair insurance" to export firms. Idea is to guarantee costs of exhibiting abroad. Plan was tried last year for French industrial equipment displays in Helsinki. It will be available to French firms planning to exhibit in New York City this year. Program is administered by Compagnie-Française d'Assurance pour le Commerce Exterieur, a company under government control.

First International Fair of San Francisco is scheduled to run 11 days in June, 1960, and to be an annual event. It will be staged in Cow Palace.

Exhibitors Advisory Council, Inc., members have voted to dissolve the organization after more than 30 years of service to the exposition field. Major reason for dissolution was that costs of service to members outweighed income. Plan is now being worked out whereby Sales Meetings, in conjunction with Exhibit Producers and Designers Assn., will produce EAC's Annual Schedule of Shows and Exhibits. This schedule of events was EAC's major service to members. EAC was founded in 1926.

Manual on responsibilities of organizations that service and plan conventions is now being prepared by Convention Liaison Committee. Manual will point out proper procedures to be followed by convention bureaus, hotels, and meetings and exhibit planners. Many years in the making, the manual will offer check lists as well as procedures. Members of Convention Liaison Committee are: American Hotel Assn., American Society of Association Executives, Council of Engineering Society Secretaries, Hotel Sales Management Assn., Intl. Assn. of Convention Bureaus, Natl. Assn. of Exhibit Managers, and Professional Convention Management Assn. When finally approved, manual will be distributed to members of each sponsoring organization.



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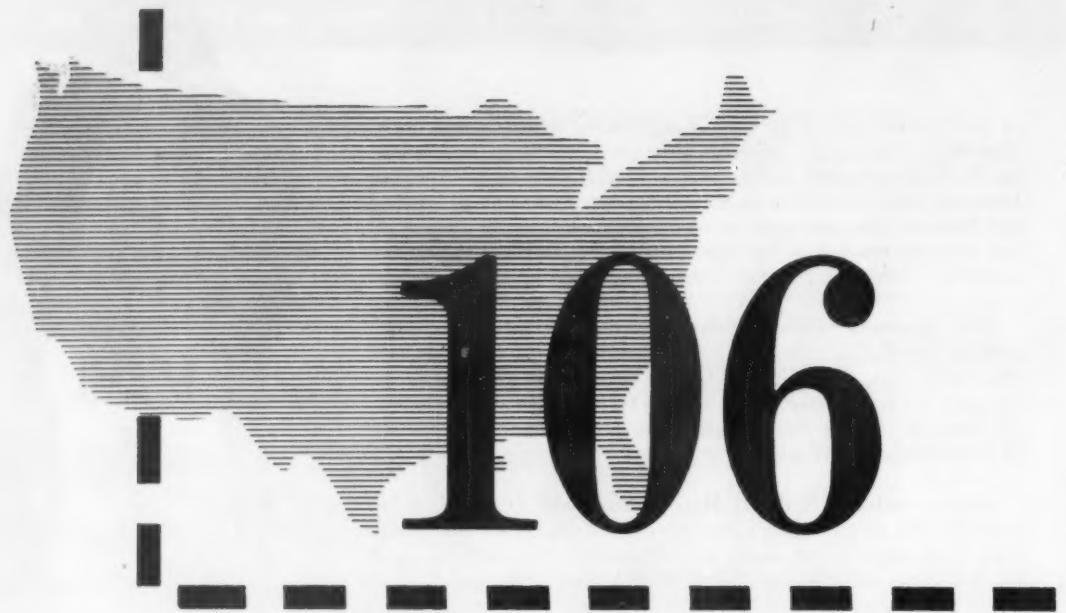
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MAY 15, 1959

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AS THE EDITORS SEE IT

Uncle Sam in Exhibit Business?

We're paying too much — as taxpayers — for Uncle Sam's exhibits. It's about time government got out of the exhibit business. Most government-operated businesses have been eliminated. But nobody seems to have noticed Uncle Sam's exhibit-building enterprises. They're costly and results don't justify them.

On the books, Uncle Sam's exhibit-building operations may appear to be a bargain. But one minor item is left out — labor. Because most government-operated exhibit shops use members of the armed forces, they show no big payroll.

There's no reason why soldiers, sailors or marines should be building displays. There is at least one good reason why they shouldn't: It short-changes us.

Main reason government shops are inefficient is that civil service people in charge of them have had no experience in exhibit work (couldn't qualify for similar responsibility with commercial firms). By the time they learn through trial and error (or never learn because they have no creative talent), they are transferred. It is not a real specialty in government. It's the place you put a man when you have no other place for him.

Many government exhibits are not "home made" but produced by professionals on the outside. Only trouble is that the men who draw up specifications for outside work know nothing about exhibits in many cases. They put creative exhibit designing in the same category as three-penny nails. (You ask for bids and select the best "buy.")

As everyone can recognize, no exhibit builder is going to invest too much research time and design time on speculation. If he bids at all for a government job, he will apply little imagination and creative time, because the man who makes final decisions generally doesn't know too much about good exhibit design techniques to begin with. So what Uncle Sam gets to choose from is fairly sterile stuff.

Another point in this bidding business: Most reputable exhibit builders stay away from speculative exhibit sketches. Exhibit Producers and Designers Assn. points out that speculative sketches are uneconomical for designers and add to customers' final exhibit costs. (When you bought an exhibit, you'd have to pay in "overhead" for all the designs somebody else didn't buy.)

Where's Uncle Sam's exhibit shops? Most are in Virginia. U. S. Army Ordnance Corps has one at Cameron Station. Navy Service Center has one in Arlington. There's another at Fort Belvoir, and another in Dayton.

Our opinion that Uncle Sam get out of the display business and use expert talent available commercially does not mean we have nothing but incompetents in Washington. Several conscientious and knowledgeable people, for instance, are in our International Trade Fairs Office, U. S. Department of Commerce. Unfortunately, they do not set policy, but have to bring order out of chaos — created by policy from people who simply don't know which end of an exhibit is "up."

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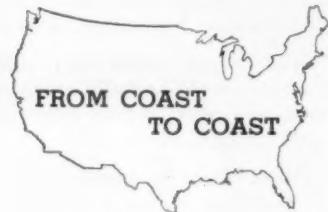
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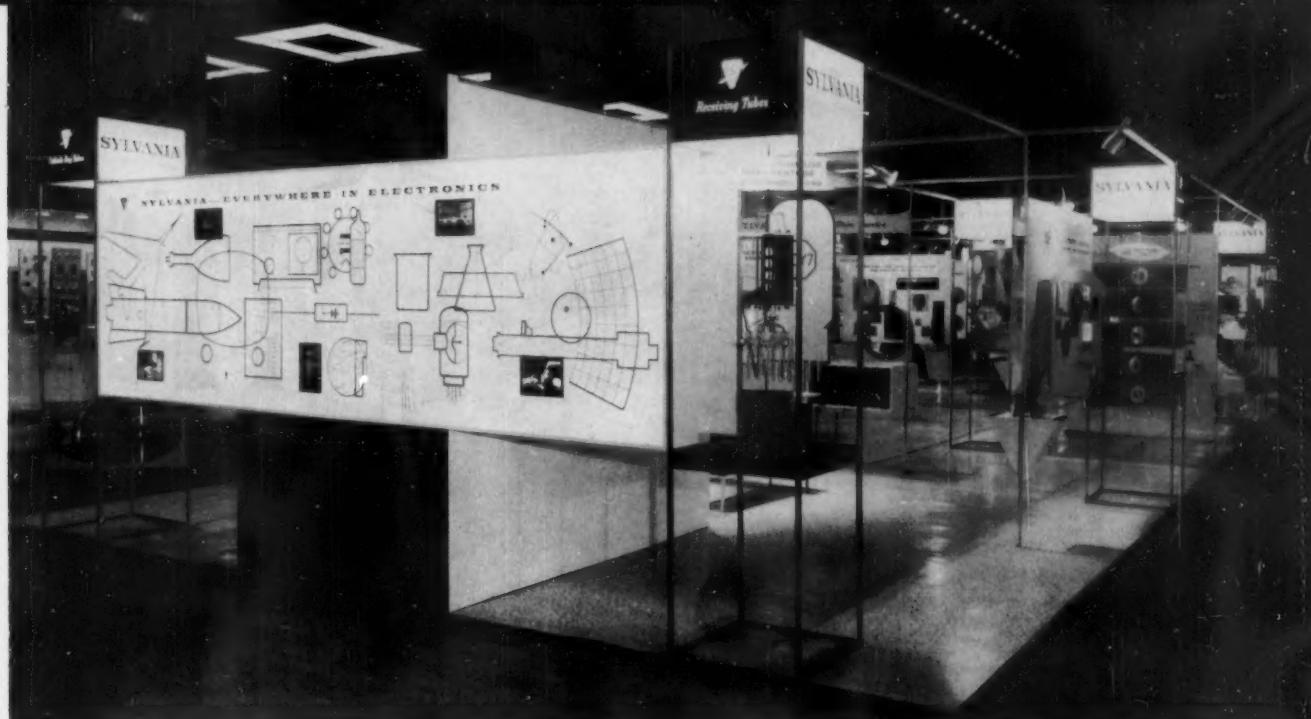
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SPACE-STRETCHING design of Sylvania Electric Co.'s island display allows seven divisions to exhibit under one corporate display. Modular arrangement of panels and towers make it possible to plan area so each division has at least four four-by-six panels and one tower unit for a featured item.

Each division has its name on two sides of the illuminated plastic box which caps each tower. Thus each is able to preserve its own identity. Alternate two sides of the tower cap carried the slogan, "Sylvania-Everywhere in Electronics." Exhibit by Design-Built Studios, Inc., New York City.

What's Going into Exhibits Today?

EXHIBITS ARE BETTER DESIGNED today than ever before. While there are more than a half dozen marked trends this year, one stands out:

Today, exhibits are being designed for specific results. It used to be that exhibits were created to be attractive. If it "looked nice," it was a satisfactory exhibit.

All that is changed. Designers have forced their

clients to think in terms of results they want from exhibit exposure. Based upon immediate and long-range results an exhibiting company hopes to have, the designer now creates his three-dimensional sales aid.

You'll note this major trend — to move show visitors toward specific action or toward acceptance of a definite idea — in the accompanying photographs. They

GENERAL USE of plexiglas in this exhibit, built by Ivel Construction Corp., provides soft back-lighting for tiny products.



ANIMATION DEVICES help make this Delco Products exhibit successful. They include a rotating trade mark, product translite panel and sequence timer panel which identifies parts on motor cutaway. Copy is illuminated by overhead canopy lighting. Curved up background and floating table add depth and interest to unit. Ample storage space for literature is provided. (Designed and built by Merchandise Displays Inc., Dayton, Ohio.)



are but a sample of recent exhibits, created by U. S. designers, that have appeared in shows in this country and abroad.

► As you examine this new crop of exhibits, you will note other strong trends. One is importance placed on corporate image. Special pains are taken to create a "feeling" for the exhibiting company. In some cases the exhibit has to exude "progress" — must make clear that this company is a leader. For some small companies, the exhibit says in design, "We're as good as the biggest — maybe better." Designers today are able to project subtleties in image building, and this attempt is revealed in most good exhibits.

Modular designing appears more frequently. This trend shows up in almost every large exhibit today, for sound reasons. Modular units can be used over and over again in new combination. They can be used to fit all sizes of booth areas. Their expense can be amortized over a longer period and for use in more

shows. They project a consistent quality image no matter how small the area used.

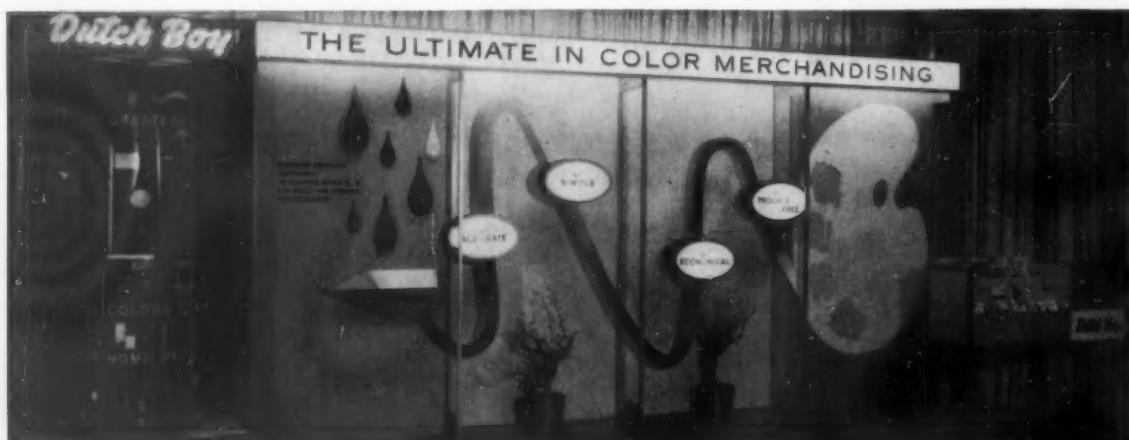
Use of cubic areas of trade show booths has been growing. This year it continues to grow as more show managements relax show rules — usually in specific areas of a show. Some exhibit photos here give evidence of this creeping trend toward greater use of cubic areas.

It has always been a trend: make product most important thing in an exhibit. But, today, you'll note more ingenious ways to do it. New materials are helping, and so are more creative talents.

While exhibit elements may seem to be more complex today, trend is toward easier erection of displays. Even the most complicated exhibits are being designed to set up and knock down in hours rather than days. This trend is sure to continue to save costs.

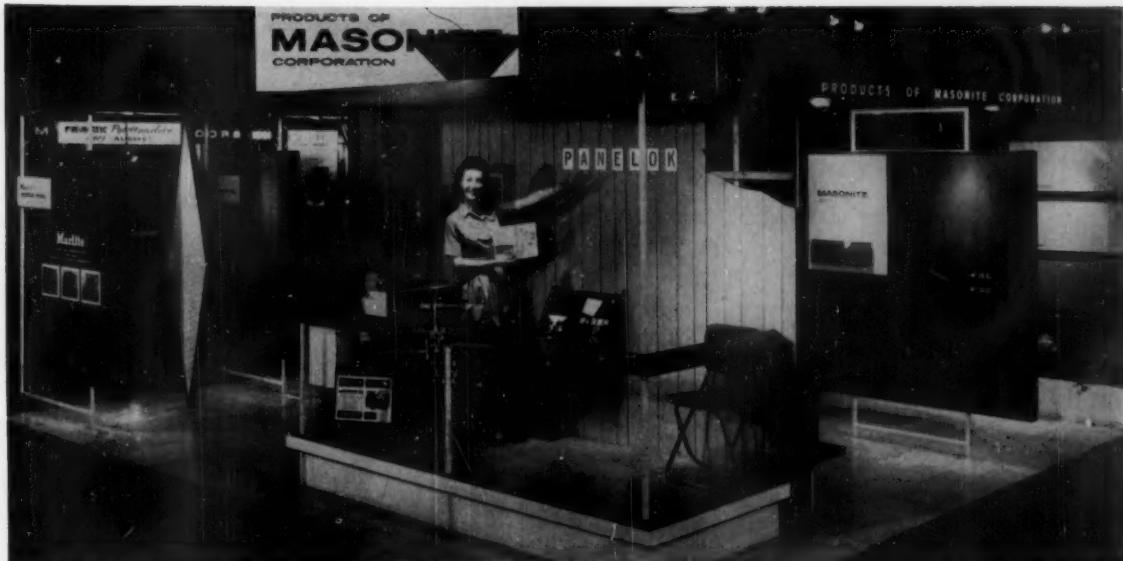
Almost all shows have restrictions against amplified sound. Any kind of restriction, however, seems to

(continued on page 36)



PAINT DISPLAY without cans and brushes gives this Dutch Boy exhibit a novel approach. Artist hues are captured in

each droplet. Color drum, on left, revolves. (Designed, and built by The Displayers, Inc., New York City.)



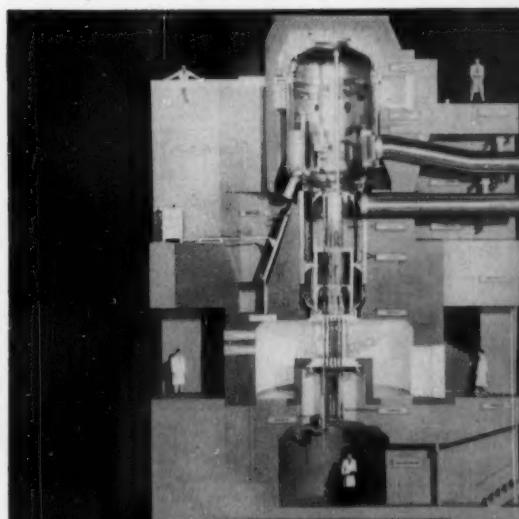
MASONITE CORP. exhibit features a combination of two effective sound techniques, controlled sound and a wireless microphone. Former employs a unique sound lens system which delivers high-fidelity sound within the limits of the booth. Sound is uniform whether listeners are virtually on

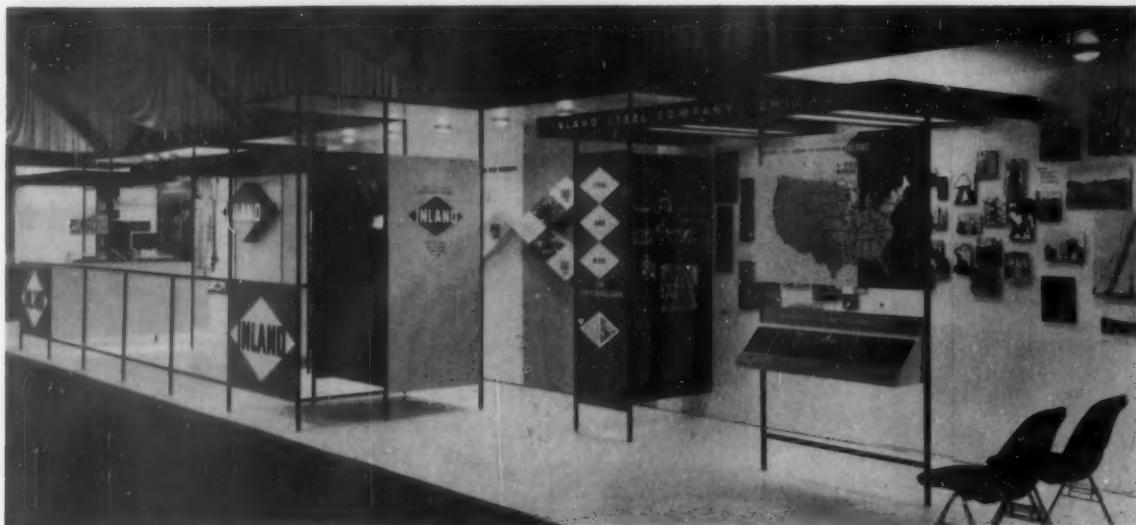
top of the speaker or at the extreme end of the throw. Latter is a long range microphone which frees the speaker from dragging heavy cables. Constant level of sound is produced regardless of speaker's movements. (By Gardner, Robinson, Stierheim & Weis, Inc., Pittsburgh.)



ATTENTION-GETTER in exhibit designed for Bohn Aluminum Co. is the thrusting motion of the piston and piston rod in center. Three aluminum tubing pylons flank the piston. They support panels which show steps in its fabrication. (Designed and built by Display & Exhibit Co., Detroit.)

HOW ATOM'S POWER can be used for peaceful purposes is explained by this scale atomic reactor which has toured the world. Model was built for Kaiser Industries, builders of the reactor now in operation at Idaho Falls, Idaho. Model has loud speakers and tape recordings which explain operation of reactor. It has 12 telephones of the type used at the United Nations for translating purposes. (Designed and built by Sanford Exhibits, San Francisco.)





USEFULNESS AND LIFE EXPECTANCY of an exhibit can be almost limitless as shown by this 60 ft. display designed and built for Inland Steel Co. It can be segmented and pieced together to form less comprehensive but equally effective exhibits for small areas without sacrificing any of

the design feeling. In other words, little exhibits can be made out of big ones, and big one out of little ones. It is flexible yet effective and well-designed. Exhibit contains various cut away models, recorded tapes, movies and other animated devices. Produced by Award Exhibits, Chicago.

spur designers on toward more novel devices. Today there are more and more ways to offer sound with demonstrations, and examples here are just a few of many.

One trend you don't see, but is right there, is safety and reliability of animation devices. Chances of mechanical failure are lower today than ever before. Many devices planned for short-term use have had so many safety factors built into them that they last for years longer than expected.

► One final trend today is consolidation of division

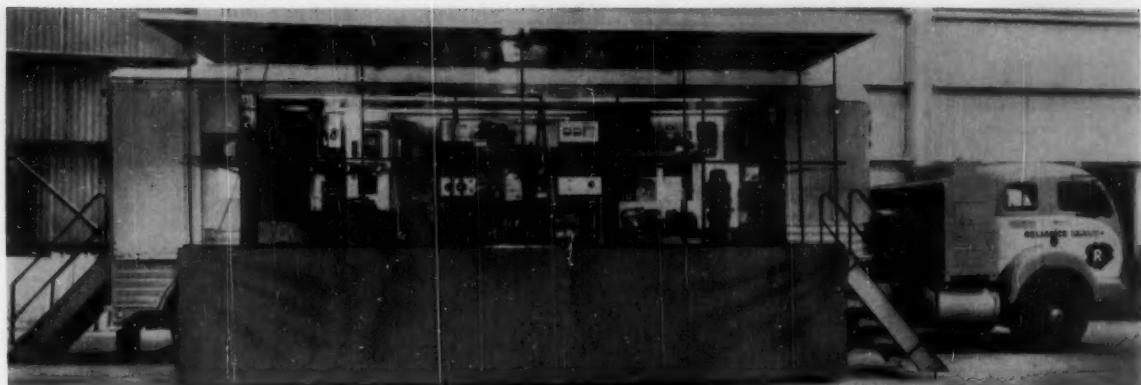
exhibits of large corporations. In the past, it was common to see each of several divisions of a company have booths at an industrial show, and each at a different location. Designs of exhibits often were different. Big companies often insisted that their divisions have separate booths. Now the pendulum has swung the other way.

In most cases, divisions are brought together under one "roof." All design elements are blended into a single form. Companies have discovered that they get greater impact for each division by massing them. Sheer size of a well designed area attracts attention. ♦



OVER-ALL DESIGN ties Polarad's exhibit together yet panels permit products to be shown in individual settings. Company

makes use of cubic content by displaying literature tables toward front of exhibit. (Functional Display, Inc., New York.)



INTERIOR AND EXTERIOR view of exhibit designed to take directly to customer's door. Built for Reliance Electric & Engineering Co., R-Cade cost approximately \$100,000. To open R-Cade, roof is first raised. Next trailer side is hydraulically lowered to form a stage. "Drawer roof" supported by easily set-up rails is pulled out over stage. Stairs at front and rear provide entrance and exit. Exhibit stands are wheeled onto the stage. Generator mounted behind cab provides ample current. It is enough for lighting, heating and air-conditioning. (Designed by Rogers Display Studios, Cleveland.)



ANIMATED DISPLAY built for Bell Tel. Co. of Pa. features nine colored telephones on a rotating ferris wheel. Wheel has clutch to prevent injury to mechanism and children. (Designed, built by Dirmeyer Displays, Inc., Philadelphia.)



NEW JERSEY BANK & TRUST CO. exhibit can be folded up into three suitcases. It can be assembled without delay, tools or custom construction. (By Texan House, Inc., New York.)



American Optical COMPANY



Since 1833... Better
Vision for Better Living



AO BOOTH with its 36 ft. banner is seen from every spot in the hall.

American Optical Dominates a Show

To get promotional jump on competition at normally conservative show, AO did all this (and more): 1. Put its exhibit on stage; 2. Ran two-page ad in professional journal to invite attendance; 3. Put signs on taxis and in store windows; 4. Gave away big envelopes with AO logo; 5. Imprinted napkins for hospitality suite.

By LOUIS S. EDMAN
Manager, Press Relations, American Optical Co.

BOSTON WAS SCENE of a radical departure from convention tradition for American Optical Company. This 126-year-old leader added something exciting to optical industry exhibits in March.

For the past two years, AO had been putting into effect a "new look." It initiated an aggressive merchandising concept, used promotional tools new to a conservative industry and adopted a dynamic design to establish company identity.

Latest move took place at the 37th Annual Congress of the New England Council of Optometrists. Largest convention of its type in the East, it

is one of the most important in which optical manufacturers participate yearly.

For years, AO and its competitors have occupied the same booth spaces on the floor of the Statler Hilton exhibit hall. As first step in its plan to dominate exhibit space, while complying fully with rigid regulations of the Council, AO rented the stage of the hall for this year's exhibit.

Customarily, this area had been used as a last resort for last-minute exhibitors. Show management feared that convention-goers would not climb the eight steps to view an exhibit so placed. A poll of the com-

pany's sales personnel revealed that this might be a fallacy; that AO accounts would visit the space regardless of location.

Now committed to the stage location, the company called in The Displayers, Inc., New York City, to produce a completely new idea in optical displays. In lieu of static exhibits of the company's principal products (some 200 classes, and 2,000 items), individual areas were created to show the foremost in action.

As an example, diagnostic equipment used by the eye care professions in their examinations was displayed in the natural setting of an eye man's



VISITOR ALIGHTS from one of 100 taxicabs which carry AO welcoming signs.



AO GREETINGS are displayed in shop windows.

office. Dispensing and reception room furniture was likewise placed against natural backgrounds of fashion-right, modern colors. Even a complete optical laboratory, to feature AO tools and machinery, was included in the display.

Next, to exploit the height advantage of the stage, a 36-foot banner was made up to feature the AO trademark and slogan: "Since 1833 . . . Better Vision for Better Living." This was run across the entire proscenium. Topping the American Optical space, it became the first object seen when entering the hall. Recognition was immediate by all conventioneers, due to intensive preconditioning that was part of the AO campaign.

To achieve this, AO first rented 100 taxi billboards—aluminum-framed type carried on the rear of cabs—for the week before and during the convention. Copy, on the bright red-and-white AO design, stated: "American Optical Company Welcomes New England Council of Optometrists, Hotel Statler, March 1-4."

No matter how the visitor entered the City of Boston, the eye-catching greeting was readily seen.

As a tickler, AO took a two-page spread in the New England Council Journal. It featured the headline: "American Optical Goes on Stage." The publication, received by all Council members a week before the convention, gave the first hint of what to expect.

AO approached all stores, travel agencies and street-floor offices in and around the Statler-Hilton. It offered colorful window cards with the leg-

end: "Welcome, New England Council!" At the bottom of each card was hand-lettered the name of the shop in whose window the card was placed.

No mention appeared of American Optical, but the red-and-white design was the company's own. Placement of window cards was almost 100% successful, and no visitor could approach the hotel without noticing the greeting in some window.

Several dozen large cards were strategically placed in the hotel lobby and mezzanine, on desks and tables, where they remained in full view for the duration of the convention.

We made arrangements with Second Bank & State Street Trust office in the Statler-Hilton, for use of its street window for an AO display for a two-week period, before and during the convention. As another attention-



EXHIBIT visitor receives literature folder with prominent AO colors and logo.



MORNING PAPER, compliments of AO, carries a sticker to greet delegates.



H. P. BRIGHAM, advertising manager, seated, L. S. Edman, press relations manager, and W. W. Cloyd, sales promotion manager, plan AO exhibit.

getter, we secured a parking space next to the hotel's main entrance, where a bright red-and-white AO messenger-service car remained for the entire first day of the convention.

On Sunday morning, first day of the congress, every convention visitor who stayed at the Statler-Hilton opened his door to find a copy of Boston Sunday Globe. Affixed to the top of the front page was a sticker in the now-familiar red-and-white design, with the company logo, a welcome to the congress, and the words: "We hope you will visit our exhibit on stage at the exhibition hall."

Within the Globe, in the financial section, was an 1,800-line advertisement with the heading: "How the Future Looks at American Optical." It showed six products from lenses and frames to solar furnaces and guided missile trackers. Copy featured a message by AO's president, and a box containing quick facts about the company.

Exhibition hall opened at 1 p.m., Sunday afternoon. By this time, most visitors, before even setting a foot within the display area, were thoroughly familiar with the AO motif. When you entered the hall, there was no missing the proscenium banner with the AO logo and slogan.

As a result of the groundwork laid to stimulate interest in AO's departure from its normal convention habits, any forebodings as to the effort's success were quickly dispelled the first afternoon. Traffic to the stage reached such proportions that visitors frequently had to wait until others left in order to get onto the stage.

The promotional drive did not end at this point, however. Each visitor

to the AO display was handed a large manila envelope, literally a billboard with the company design and logo, in which he could carry innumerable circulars, folders and other advertising pieces handed out by all exhibitors.

This convenience, never before used in a convention of this type, found immediate acceptance among convention-goers, who had always been plagued with the problem of how to carry the varied material so plentifully distributed at past shows. The bright red-and-white design became standard equipment under the arms of visitors.

As is customary at trade shows, most major exhibitors maintained hospitality rooms in the hotel, a suite where accounts could relax after exhibit hours. AO salesmen handed out calling cards, printed in the red-and-white design, to exhibit visitors with the invitation to visit their suite.

This year, to carry out the over-all theme, AO rooms were decorated with banners and welcoming cards, and the new motif was carried to the extent of being printed on cocktail napkins. Even stirrers used were in what has become known as "AO red."

As a result of the repeated impact of the American Optical symbol from the moment convention visitors stepped off planes or trains, the overall impression gained was that the company was the most active exhibitor to promote the congress.

American Optical feels that the tremendous amount of preparation involved in such an undertaking was well worth the effort, in both goodwill and strengthening of company recognition. The optometric profession, bound by ethical restrictions against self-advertising, received more attention through the AO campaign than it normally would have during the course of its annual meeting. There were six million exposures of taxi posters alone.

Summing up the effort, H. Patrick Brigham, manager of advertising, says:

"We have publicly said that what benefits our customers benefits us. The New England Council promotion helped us both and we feel added considerably to our stature in the eyes of the public." ♦



EVEN NAPKINS, mixers, banners and signs in hospitality suite carry AO theme.

PROBLEM:

How do you get a salesman in your booth to handle a prospect from outside his territory with something close to enthusiasm.

SOLUTION:

For Dictaphone Corp., it is cash incentive. For every trial use of equipment signed for an "outside" prospect, booth salesman gets \$5.



SALESMEN are busy. They're happy with prospects from any territory.

Incentives for Booth Personnel?

By HAROLD B. CLARK
Sales Promotion Manager, Dictaphone Corp.

WHEN YOUR SALESMAN, on commission and with a territory in New Orleans, meets a good prospect from Pittsburgh, what happens?

Whatever your answer, such a meeting is typical at trade shows. In fact, it is seldom that a salesman ever meets any of his own prospects at national or regional exhibits. Even at city-wide shows, chances are that the salesman in your booth is most often called upon to deal with visitors whose purposes will never contribute to his income.

Such a meeting of salesman and prospect is the chief dividend from your entire investment in every show. Your dollars for design, construction, shipping, promotion and space rental — they're all on the line. So far, they have worked wonderfully to bring a potential customer face-to-face with your representative under close to ideal circumstances in your booth.

Now, what happens? In one version, the salesman is of the "gung ho" type. His enthusiasm takes over for you and the prospect is moved closer to becoming an owner. We never

have to worry about that. In another version, the spark in your salesman's eye dies just as soon as he learns that the visitor is from out of town. With relentless dis-interest, the salesman does his duty, answers a civil question or two and, just because the booth captain is watching, he even jots down the prospect's name and address. In the extreme, there is the cynical salesman who feels trapped in the booth, who wishes he could be calling on his own customers or who is even plotting a strategy for escape to the nearest bar. If he doesn't actually take a poke at the out-of-town prospect, he will at very least handle the situation with uncompromising apathy. He will fight your prospect's interest, just for spite, and may even suggest that your visitor go over across the aisle and bother competition.

Wherever your booth is staffed with such people, your entire exhibit investment is in real jeopardy. You might just as well have stood in bed.

Ways to outwit, dodge, side-step or overcome this problem include hiring a special exhibit staff to travel from

show to show and whose entire job is to protect your trade show investment. Another tactic is the iron fist of booth discipline where the company brass moves in to supervise booth personnel and then makes a reconnaissance report—assigns demerits to those salesmen who don't toe the enthusiastic line.

For those of us who have too many shows to be handled by a traveling staff and who feel that iron fist discipline often does more harm than good — there is another alternative.

Incentives can help solve the problem. Just as they often stimulate regular sales activities, they can work to lick apathy in the booth. They have worked for us — especially at big national shows and conventions in big cities where a booth staff of perhaps a dozen or two dozen salesmen never meet a prospect from the commissionable home-town area.

For us, objective at every show is not to make sales. Whenever we do, we are both delighted and amazed. The real target: trials. Trials of Dictaphone equipment are only just a little harder to nail down than names and addresses of so called leads. But, actual trials are 10 times as valuable to us. A high percentage of firmly committed trials turn into sales and



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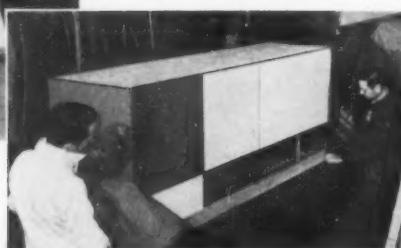
The RCA Whirlpool kitchen of tomorrow is moved by North American Van Lines for exhibition in city after city. This famous "push button" kitchen is shipped *uncrated*... in specially equipped North American Vans.

Write, wire or phone for the complete facts on North American Kid-Glove* handling for *your* displays and exhibits.

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the average sale is just shy of the four-figure amount of dollars. That is why we can afford to pay for trials arranged at exhibits.

We pay \$5 to the booth salesman for every trial he arranges with the prospect from outside his own city. We experimented with the idea of paying for trials outside the booth salesman's individual territory — but it is remarkable how easy it is for buddy salesmen to exchange trial arrangements. They always seem to be originated by a man whose territory just borders on that where the prospect lives.

We use a duplicate card form to control the incentive system. Original copy — with full information on the prospect's interests and when he wants a trial — is forwarded to the covering salesman. The carbon comes to us. When the trial is actually installed, the original copy is initialed by the covering salesman's manager and then returned to us. When both copies are matched the booth salesman gets the award together with a personal letter from the vice-president for sales. The letter congratulates him on his booth salesmanship and for his contribution to the success of what we call our business-show program.

With this incentive system, we have doubled the number of firm trials arranged at our shows. This is an important score. We have increased enthusiasm and cooperation of salesmen in the booth. Some have claimed \$50 to \$100 simply for arranging 10

to 20 trials over the standard three-day show period. This makes a nice little jackpot. The incentive system also gives us a much more accurate measure of each show's success and makes possible a close follow up of specific trials. This helps to give us information on average length of trials and percentages of conversions to sales.

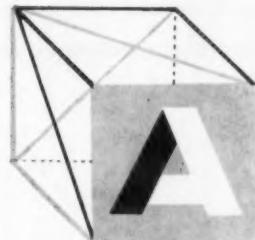
Helpful by-products of a formal incentive system at trade shows can be many and they can be varied. Yet, the big pay off is added protection for your entire show investment when your salesman and your prospect finally do come face to face.

If you have the problem we have had, first review your real show objectives and then find out how you can afford as insurance against not reaching them at the personal level in the booth. Techniques can vary as much as conventional sales stimulants do in the form of cash awards, merchandise prizes, special credits toward winning your national sales contests or you can even strike off a medal for the best booth performer.

Whatever you do in the direction of adding incentives for your booth personnel, you will find it pays off. It may even prevent that pugnacious salesman in Detroit from punching your top California prospect. •

This article was prepared originally as a talk at Association of National Advertisers' workshop on advertising to business and industry, Pittsburgh, March 6.

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"Care to attend a show with me, Miss Burton? I managed to get two tickets for this year's Packaging Show."



What to Give Away at Trade Shows

Some say, "Give away nothing—except opportunity to request samples and literature." Others say, "A show offers valuable exposure to your best prospects—so shoot the works." Something between these extremes seems to prevail at trade shows today.

By ETNA M. KELLEY

PROBLEM of perennial interest to exhibitors is what to offer visitors in the way of samples, literature, goodwill items or other promotional materials. To compound the riddle, there's this added puzzler: "To whom shall we give what?" (Anything and everything to all comers, or shall we suit the item to the recipient?)

Ideally, only customers and worthwhile prospects should get materials, and each should get only what is related to his potential needs. Your deciding who is a bona fide prospect is not always easy, especially when a split second judgment must be made. Wrong decision may alienate a po-

tentially profitable prospect or, conversely, be equivalent to dumping part of the promotion budget down the drain.

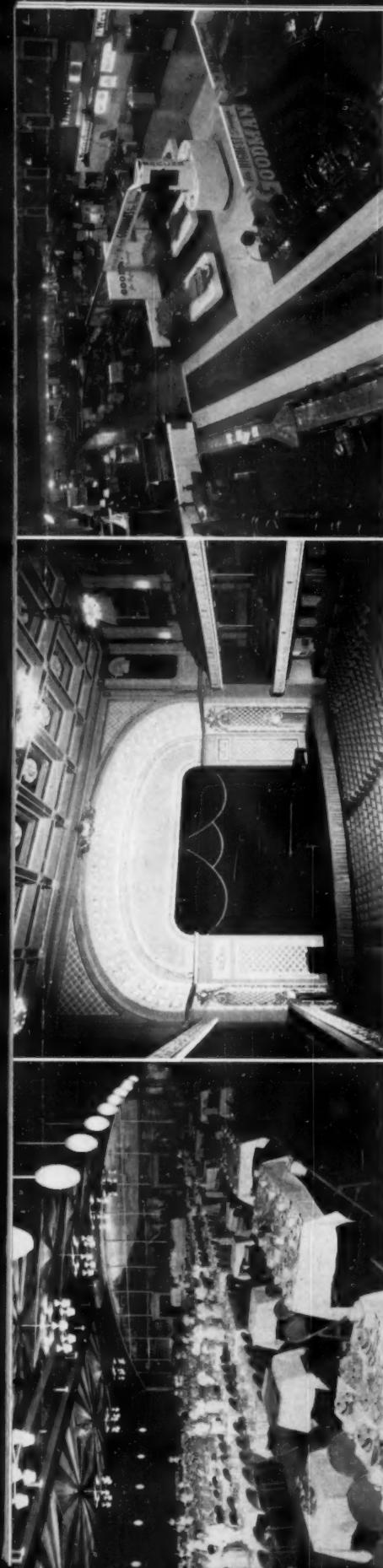
Methods to handle the problem range between two extremes. There's the "Give nothing away" school of thought that relies entirely upon having interested visitors sign literature request cards. At the opposite end of the pole there is the "Be generous—lest you let even one good prospect slip through your fingers" school of thought. Most exhibitors fall somewhere between these two extremes.

Here, spelled out briefly, are the arguments of the two groups:

"Give 'em nothing." So much has been offered, and is still being offered, to the average visitor that he is overwhelmed and bewildered. A sort of mob hysteria ("collectivities") afflicts him and he picks up anything and everything in sight. Overloading himself, he then dumps the lot into the wastebasket nearest the exit.

Many of those who attend are not customers nor prospects, and some are really chiselers, seeking hand-outs. Literature and other promotional materials have value only when they reach interested prospects. If they are distributed at the show, they should be kept under the counter or otherwise out of reach of the casual picker-upper and given only to logical prospects. Better yet, show literature and samples, but don't give them away. Instead, have visitors use request cards, checking blanks to indicate what they want sent to them from the exhibitor's headquarters.

"Give 'em all they'll take." A convention or trade show offers the best possible method to reach prospects, customers, potential distributors and dealers. It's sensible to use every feasible method to impress them favorably, and this includes giving them materials to make such impres-



World's largest natural-color photo (4 breath-taking 20' x 80') decorates one end of spacious, newly-decorated Ballroom. Equipped with immense dimmer control board for dramatic lighting effects.

Beautiful, comfortable Auditorium seats 3,732. Internationally famous for perfect acoustics. Stage is huge, completely equipped. Easily handles the most ambitious production or product demonstration.

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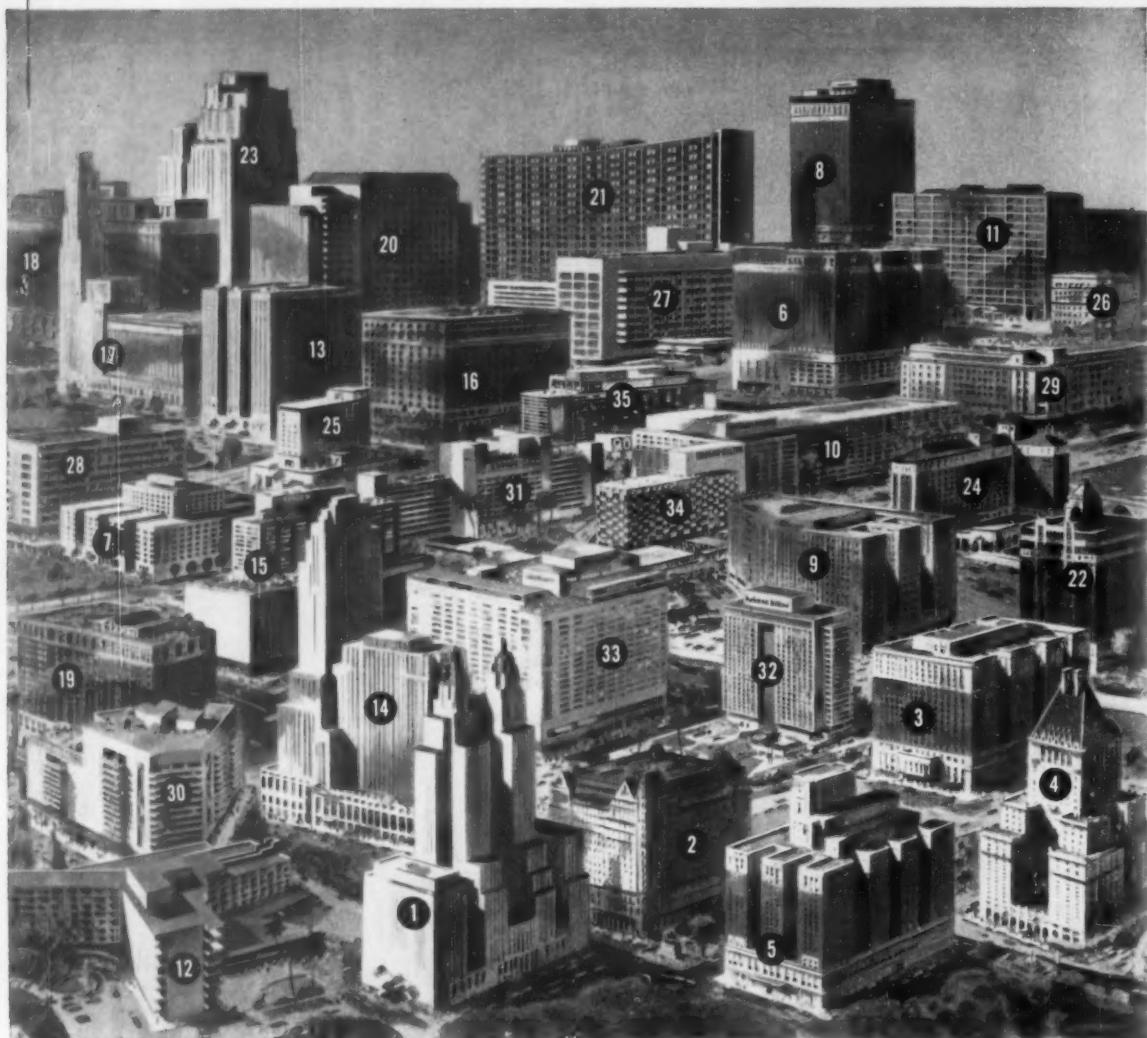
- Three Exhibit Areas . . . total 70,000 square feet. Arranged so that three separate shows of 23,000 square feet each can be held simultaneously and individually. All serviced by separate foyers, freight and public entrances. Floors support unlimited loads. Crate storage adjacent to booths.
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- Seats over 11,000 . . . Auditorium—3,732. Ballroom—2,200. North Hall—5,700.
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- Mammoth Stage . . . one of world's largest.
- Centrally Located . . . in the industrial and commercial heart of America. Easily, quickly reached by all transportation facilities. Cincinnati Music Hall is just, seven short blocks from the very heart of the city. Almost 2,500,000 people live within an hour's driving time . . . a ready-made audience for many types of expositions, and trade shows. Ideal cost-saving location for dealer, dealer and sales meetings.
- Acres of Parking . . . 500 car parking adjacent; space for 3,500 cars within three blocks.

Charles W. Bauer, Jr., Manager
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10—The Statler Hilton

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12—The Beverly Hilton

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20—The Shamrock Hilton

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21—The Statler Hilton

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22—Hilton Hotel

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33—The Queen Elizabeth
(a C.N.R. Hotel)

ISTANBUL, Turkey
28—The Istanbul Hilton

MEXICO CITY, Mexico
30—The Continental Hilton

HAVANA, Cuba
32—The Habana Hilton

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34—The Berlin Hilton

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SALES MEETINGS/Part II SALES MANAGEMENT

sions lasting: literature, samples, goodwill souvenirs. True, there will be waste, but the system is more economical than having salesmen travel to the home bases of all the really good prospects who visit the show.

Most eloquent proponent of the "Give 'em nothing" school is William C. Copp, director, Institute of Radio Engineers Show, largest in its field. Long experience and observation have convinced him that there's no relation between high traffic (lured by gadgets, gimmicks and giveaways of various kinds) and results obtained by the show exhibitor. He goes even farther and maintains that a "high-interest" gimmick defeats its own purpose, since people stand in line for it and keep attendants busy "servicing" it instead of devoting time to serious prospects and customers.

"People who go to shows develop literaturitis," says Copp. "It's contagious. They see others picking up material and automatically follow suit. I once collected the contents of a trash basket near the Coliseum (New York City) and got a printer to appraise the materials we found. It was obvious that many persons had gone from one booth to another to collect big assortments, then dumped them into the basket. In one envelope alone the printer found an estimated \$44.75 worth of items, ranging in cost from a few pennies for modest pieces up to 50c for an expensive catalog. Multiply this by hundreds, and you get a lot of waste."

Copp believes exhibitors should rely entirely on literature request cards and refrain from distributing anything at all from the booth. He admits there are times when literature should be displayed, to induce visitors to request it; but this should be done in such a way that the materials cannot be carried away. Some exhibitors keep literature out of sight and display it only to those considered to be logical prospects. Some show literature on panels or in bound volumes. There are ways of making it easy and even interesting to request literature, he says, such as having the visitor press a button to indicate what he wants. Some visitors take rubber stamps with them to be used solely to request promotional materials.

With missionary zeal, Copp keeps everlastingly at the task of educating IRE exhibitors not to hand out anything from their booths. He talks about this, puts it in writing, and won't allow distribution of shopping bags, large envelopes or other "carriers." As he puts it, "No one can leave our show with anything more than he can put into his own brief case or his pockets."

what's new in exhibits?

ATTENTION THIS SUMMER will be focused on the first interchange of exhibits between U.S. and USSR. We'll soon know whether showing in Moscow actual three dimensional products of our free civilization makes more of an impression than the oft-contradicted printed word. In exchange, we'll have an opportunity to see for ourselves the comparable products of the USSR, when the reciprocal Russian displays open here in late June.

THE REST OF THE WORLD will be doing a selling job this month at New York's Coliseum, through the medium of the annual U.S. World Trade Fair. Four floors of the building will be crammed with cultural pavilions and merchandise displays from every continent.

ADDED TO THE growing list of big convention centers is Las Vegas, which played host last month to the First World Congress of Flight. Displays of planes, missiles and components taxed the spacious new facilities to the utmost. It's a good thing the town provides amusement all night long, for it was hardly possible to find sleeping room for all who attended.

SOME OF THE MOST unusual packaging methods shown at the AMA Packaging Show in Chicago were those of the armed forces, in a forty-foot exhibit designed to stimulate the industry's thinking toward the solution of specialized military problems.

THE BIG EXHIBIT EVENT of 1960 will be Britain's own Trade Fair, scheduled to fill the N.Y. Coliseum to the rafters next summer. A cooperative effort by British industry, with elaborate cultural participation by the Crown, it promises to be a real "spectacular."

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To some exhibitors these rules seem harsh, and a few have been clever enough to circumvent them, but such instances are rare. One firm, for example, interpreted permission to give away its own literature as freedom to give away a billfold, since the billfold was a "cover" for the literature.

Copp is against anything that savors of a circuslike atmosphere and forbids wearing of non-business apparel. No drum majorettes nor models in cheesecake outfits. He frowns on contests and demonstration with high showmanship appeal. This is to the advantage of the exhibitor, he claims, recalling an instance in which, through a technicality, an exhibitor staged a demonstration "of the product." It involved an electric eye gun. This drew

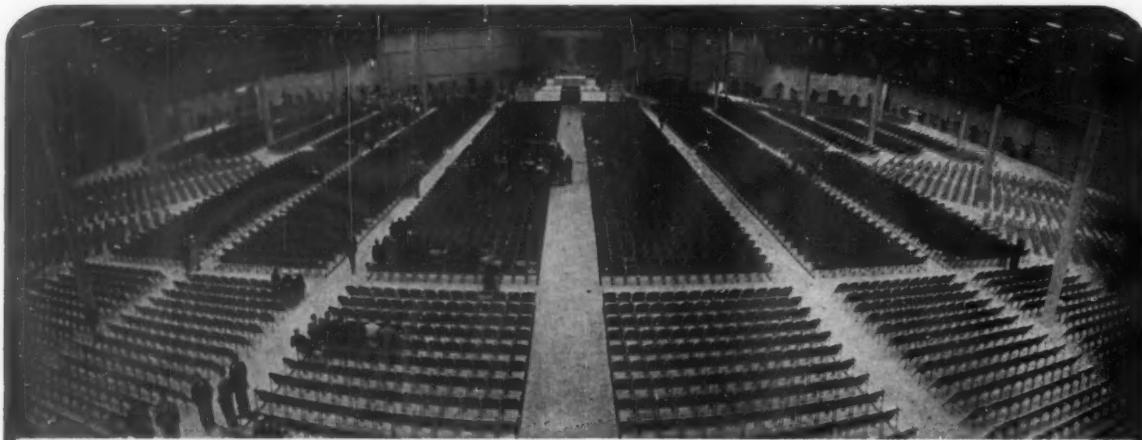
long lines of people, but the exhibitor later admitted the show was the most unprofitable in which he had ever participated.

Educating exhibitors is uphill work, says Copp, but he feels he is making progress. "About 50% or more now use request cards or other devices for visitors to order materials. But 75% still distribute literature, though some keep it under the counter and give it only to bona fide prospects. One firm, not wanting to offend anyone, brings obsolete literature to shows and hands it to non-prospects or other 'collectors.' It reserves up-to-date literature for live prospects."

Despite validity of Copp's views, many veteran exhibitors claim it is to their advantage to distribute litera-

ture, samples and goodwill items—sometimes all three. Most of them are conscious of the wastefulness inherent in this policy, but believe benefits offset disadvantages. Trend is toward greater selectivity: keep literature where it is not so easily accessible to casual collectors; give prospect material in which he is likely to be interested instead of an assortment including advertisements of products which he is unlikely to buy. Even the most generous exhibitors are turning toward greater use of cards to request materials and are devoting more attention to their design.

Here are some case histories to summarize policies and experiences of large exhibitors with respect to give-aways of various kinds.



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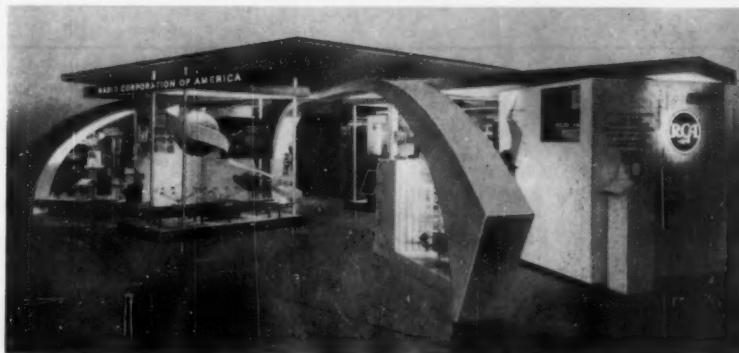
For Plumbing and Heating Division, American-Standard, trade shows and conventions are an important means to keep in touch with markets and to demonstrate new products and new features of old products. The company regularly exhibits at National Assn. of Home Builders Show, National Assn. of Plumbing Contractors Show, and International Heating and Air Conditioning Exposition.

Because of the specialized nature of the firm's products, its exhibits are manned by men who are both skilled technicians and salesmen. In many instances, a working model, cutaway or other version of a product is exhibited, to demonstrate a special feature or design of the unit. An easy way to top this off would be to distribute literature to describe the feature demonstrated. But, A-S believes it's wiser to induce the visitor to request literature to be sent to him, using a card furnished for this purpose.

Care is taken to make it easy to use these cards, which require a minimum of writing. Products are listed by general classification, with subheadings for particular models, brand names or types of unit. Visitor orders by checking the proper blank or blanks, and by signing his name and address. Boxes for the signed cards are spotted strategically throughout the booth, so that no one need retrace his steps to fill in and deposit a card.

Since the division may participate in two shows held at—or nearly at—the same time, a color code system is used for request cards. For example, one used at the most recent Heating & Air Conditioning Show was green, that used for National Plumbing & Heating Exposition was yellow, and one for National Assn. of Plumbing Contractors Show was white. Under this system, cards are easily identified and kept separate at the main office, where orders are filled. Copies of covering letters, sent with requested literature, are sent to field offices, where they are regarded as sales leads.

Giveaways which might be termed goodwill builders are also distributed at A-S exhibits. These are carefully selected and are sales promotion items in the true sense of the term. For example, there was a money clip of plastic with company's name and seal in gold, with magnets on each side to ensure tight closure. When distributed, each clip had two imitation bills in it, roughly following the design of real money, but with advertising copy to replace usual folding-money wording. Another item distributed recently was a giant (12½-inch-long) matchbook, containing enough matches to light



Radio Corporation of America at the Institute of Radio Engineers Show, 1959

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LOUIS J. FIORA, Convention Manager

an entire carton of cigarettes, to advertise the firm's new contour bathtub. Outside cover, in bright red, showed the tub with its unusual design features. Lifting the cover, one sees another view of the bathtub, seven blocks of copy—each describes a sales feature—and, on the lower margin beneath the matches, "The New Bath-tub with a Long, Long Future (in your sales future)!"

American-Standard is not afraid of showmanship nor of stopping traffic with its exhibits. One year it staged a puppet show to dramatize features of a heating unit and gave to each visitor a small puppet to advertise the product. "It stopped traffic," recalls Robert W. Prinslow, Division's advertising and sales promotion manager. "We considered it highly successful. But the next year the show management put a clause into its contract that banned puppet shows!"

To promote Lurex (metallic yarn) and Zefran (acrylic alloy fiber), Textile Fibers Department, Dow Chemical Co., exhibits at textile shows, Knitting Arts Exposition, before automotive stylists and other groups. Samples and literature are distributed, says Andrew Lazarus, product information manager. (Spools of yarn and swatches as samples; booklet—usually technical—and reprints of articles and advertisements as literature.) What is distributed depends upon type of audience.

The Dobeckmun Co., another Dow Division, is highly selective with respect to giveaways. "We normally don't design promotional literature for specific shows," says James E. Foy, sales promotion, "but we often set a show date as a deadline for preparation of such material. We prefer material that conveys all the information at a quick glance. But on the whole we rely on inquiry cards, which visitors use to request material."

Manhattan Rubber Division, Raybestos-Manhattan, Inc., Passaic, N. J., participates in a long list of trade and industrial shows. The company makes 30,000 different products and sells to many industries. In some instances it exhibits jointly at shows with other divisions of Raybestos-Manhattan, when both serve the same industries.

Chief products featured at shows, according to J. J. De Mario, Manhattan's advertising and publicity manager, are rubber transmission and conveyor belting, hose, paper-mill rolls, rubber-lined tanks, abrasive and diamond wheels; and consumer products—bowling balls and billiard cushions.

"We give out only objects related to the industry," says De Mario. "These are usually product brochures and catalogs, reprints of advertisements;

and, at times, samples of new products, like our Poly-V Kit or a density converter for paper mill use. At bowling exhibits, we hand out 'Learn-to-Bowl' booklets and score cards. We also have on hand at some shows samples of conveyor belting or hose to use to demonstrate flexibility, weight and other features."

Because of the variety, types, sizes of its products, Manhattan has a "sampling problem." Generally speaking, salesmen tend to show and demonstrate samples, such as three-foot long sections of conveyor belt and

hose—to show flexibility, troughing and construction. Obviously, it would be wasteful to give these away.

A giveaway which Manhattan has used successfully at trade shows, to promote the Poly-V Drive, is in kit form with two toothed strips, each of a different size belting, interlocking into a molded part in the center to represent a pulley. The three parts dovetail neatly and tightly into a rectangle which fits into a plastic case, transparent on one side to reveal the contents.

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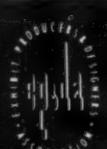
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participates are: Coal and Metal Mining Design, Chemical and Plant Maintenance, also industrial conventions, such as Triple Mill Supply, Farm Equipment, Platers, Paper Mill, Agriculture, Foundry, Oil, Millers, Bowling and Billiard.

Lily-Tulip Cup Corp. regularly schedules exhibits at 15 national shows, and on occasion, participates in others—sometimes on short notice—to achieve specific objectives. Shows are of two kinds, those attended by jobbers and those attended by end users—such as American Dietetic Assn. and other institutional groups. Objectives of the two types are different. Jobbers usually know the line, but may want information on new products. Those shows provide useful opportunities for the company's staff to exchange views with jobbers, to the benefit of both. At shows attended by end users there is more "selling," including more distribution of samples and literature.

"Though we do give away samples and literature to some extent," says Lester Dittersdorf, convention and sample control manager, "we place our chief reliance on inquiry cards, through which visitors may request information, literature, samples—or ask that a salesman call.

"As a rule we concentrate on one or two products at a show, though, of course, we are willing to talk about anything we sell. For example, at several recent shows we have offered one or two pieces of literature and a reprint of an advertisement of our China-Cote service cups, which we are now featuring.

"Our registration—or inquiry—cards are carefully designed. They usually emphasize the particular product or products featured, though visitors may request other items as well. As a rule when someone is seen filling out a card, a salesman in the booth will engage him in conversation and try to learn more about his potentialities as a prospect—and will later jot down his appraisal for reference when the card is processed.

"Requests are taken care of from our main office, with a six-part lead form. This facilitates sending orders to the proper department, depending upon what is wanted—samples, literature, specific information, etc. If a letter is written to the inquirer, one copy is sent to the interested sales office as a lead. The sixth part of the form eventually is used as a follow-up, if there has been no report from the salesman.

Here are some capsule summaries and descriptions of giveaways distributed at conventions and trade shows, which are said to have

achieved their objectives, winning attention, goodwill and, in some instances, traceable orders.

Computers, charts, score cards: Printed time and space savers are hard to resist when offered to logical users at trade shows. Manhattan Rubber Co. has offered a variety of these, such as a slide-rule type density converter for paper mill people and a bowler's "Individual Average Record" booklet. Palm, Fechteler & Co. (decals) gave away computers that were also decals—converted decimals to fractions and so on, and could be placed where recipient wished, because of the adhesive backing.

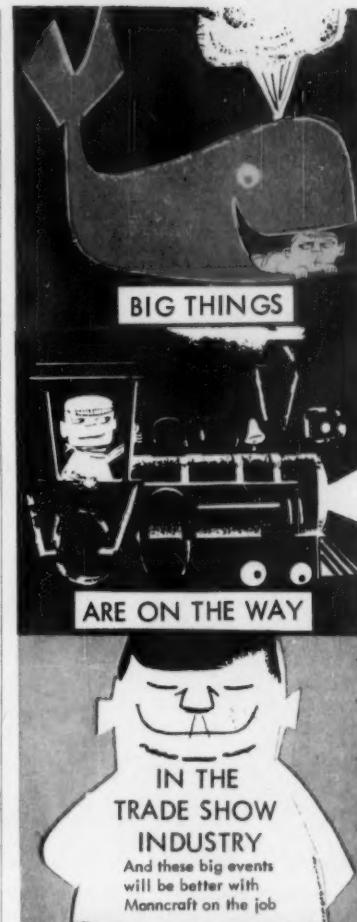
Gags, conversation pieces: Seen at Home Improvement Products Show: "The Work Break" proclamation, announcing to "all employees" that because of a "desire to remain in business" management wants each worker to set aside a "work break" period (for working), without infringing too much on coffee breaks, rest periods, story telling, window gazing, etc.

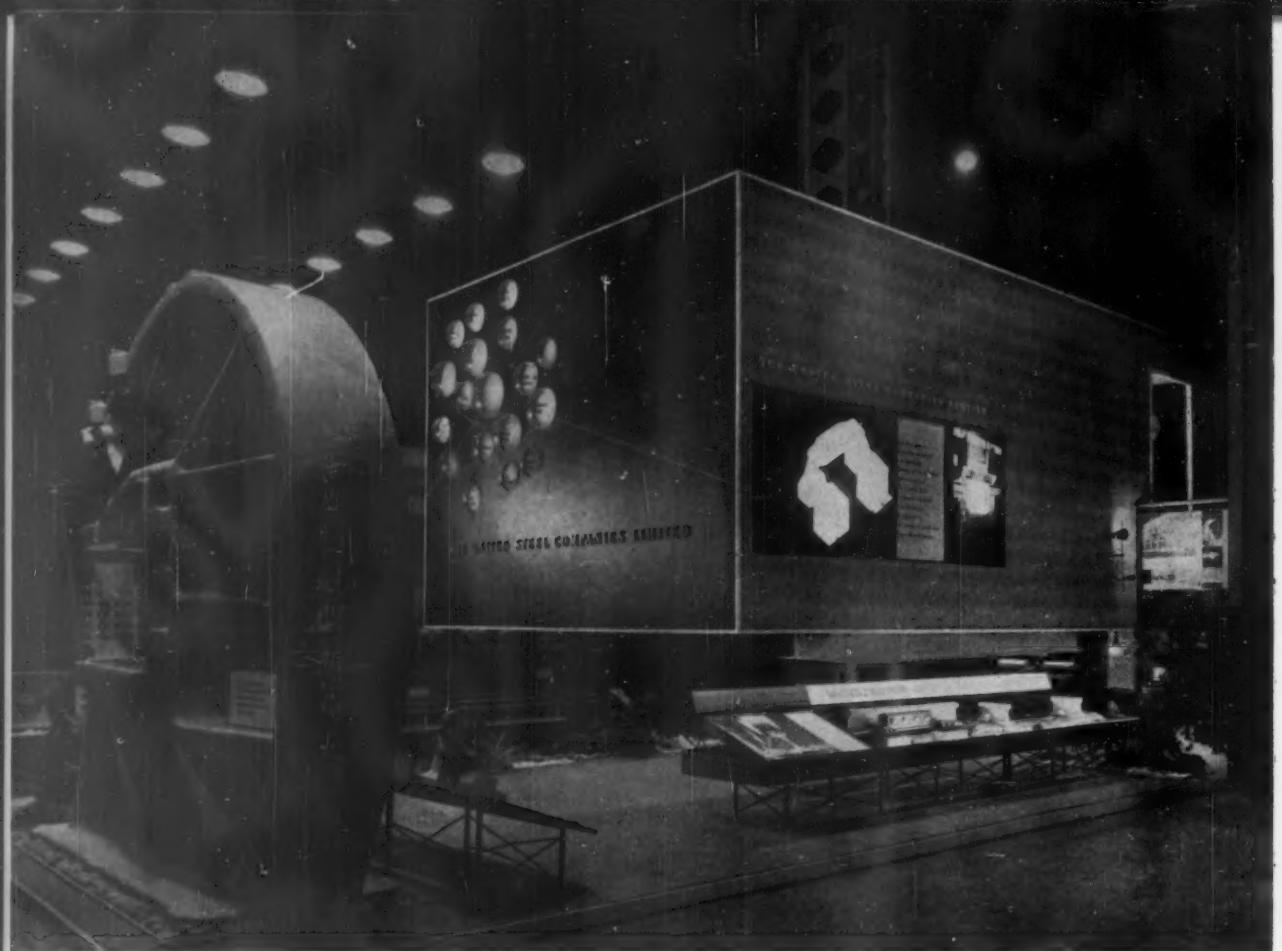
A gag calendar, with 32 days indicated, among them five for negotiation, two Fridays each week (since customers always want their orders shipped by Friday), and no "firsts" of the month on which bills would have to be paid. Both of these were distributed by Alumo Products Co.

"Open Only in Case of Fire" on an envelope tempts one to open immediately, to be greeted by the gag message on a white card, "NOT NOW, STUPID—ONLY In Case of Fire." On the back of the card there is a list of four Alumo distributors. This is in the class of "silly signs"—"Think" and "Plan Ahead" (with the final "d" almost crowded out); they are good when new, but are quickly run into the ground through overuse.

Carriers: Some exhibitors distribute shopping bags, portfolios, large envelopes or other carriers, into which visitors can put literature and other items they collect at shows. Usual custom is to have the donor's name and booth number in large type, so that the carrier is a "walking billboard."

There is no pat solution to the problem of whether to give anything away at shows, nor what to give and to whom—and how. Era of indiscriminate giving is passing and enlightened management thinking is in favor of having visitors use request cards—plus, in some instances, selective distribution of samples, literature, souvenirs. Whatever is distributed should be tied in with the exhibitor's product or service, and offered only to real prospects and customers. ♦





OFFICE BLOCK is perched on single vertical column for United Steel Companies exhibit, Chemical and Petroleum Exhibition, London. Exhibit design: V. Rotter, F.S.I.A. Construction: City Display Organisation, London.

Future for Exhibit Design

Daring and original exhibit design follows sophistication of audience. Europeans appreciate art more, hence tend toward departures in exhibit design. American tastes grow better and so will exhibits. Important that we improve techniques.

By BELMONT CORN, JR.
President, The Displayers, Inc.

IN THIS AGE of closer international relations, the skill with which we speak — through exhibits — to other parts of the world is important business-wise and for diplomacy.

Although we Americans have reason to believe that we have more to show than any other nation, we must

always remember that only as we learn from other countries and apply this new knowledge can we reach the highest level of world-wide success for our commercial and educational exhibits. In turn, this should lead to gains, no matter how small, in culture and politics, as well as commerce.

This is not a call for frantic imitation of foreign exhibits; it is an objective desire to study and learn. Just like us, designers of other countries are experimenters, whose new concepts are sometimes not worth accepting into our "point of view", no matter how fine they may seem. Even the

most successful foreign designs may be so only in their own domestic situations. They could be incompatible with local customs and colloquialisms somewhere else.

European techniques, however, with their greater sophistication of three-dimensional graphic and architectural design are going to play an important role in America's future achievements in display. Efficient use of many of their techniques will help us reach new heights of beauty and effectiveness with fewer experimental failures.

On-the-spot study at expositions, trade fairs, city shopping areas of European countries is, perhaps, the best way to judge with accuracy, which foreign techniques are worth learning and applying.

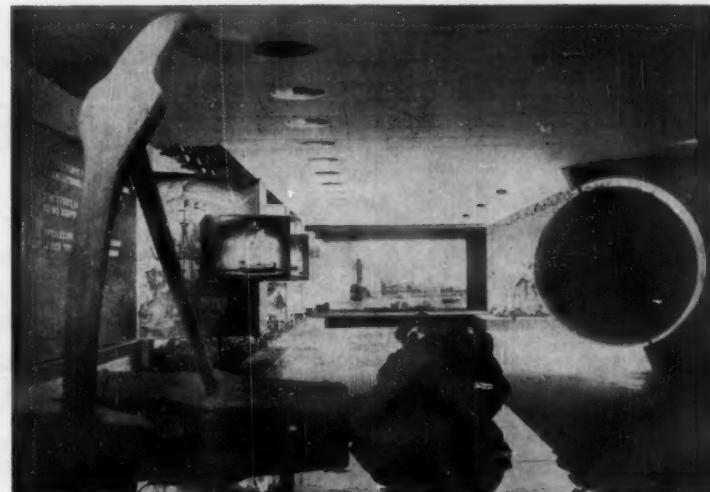
There are clear differences between American and European approaches to exhibits. For example, where American exhibit designers customarily think in terms of an eight-foot height limit, it is not unusual for the European to have displays 20 feet high or more and to make use of the full cubic area assigned to an exhibit.

On the face of it, this seems a fine idea. You can certainly show a lot more by using the whole cube. Conforming to restrictive rules of the average American trade show, most exhibitors use about half of the cube.

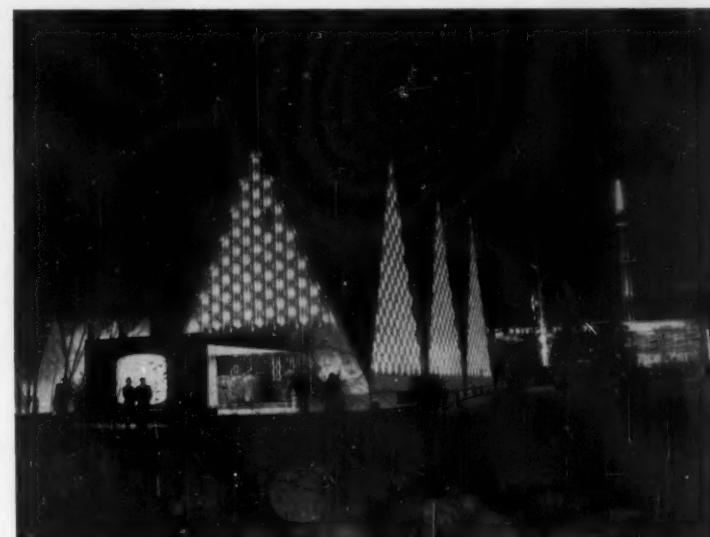
Full use of the cube's area or its unlimited height do not, in themselves, assure successful exhibiting. Those of us who attended the British Industrial Section at the Brussels World's Fair, found there was a characteristic reaction — confusion among the spectators — because the total effect was one of overcrowding. It prohibited full digestion of each exhibitor's presentation.

On the other hand, interior of the British Government Pavilion made great use of varying heights with controlled illumination. In a carefully integrated scheme, developed at the pre-planning stage, here was an example of mature exhibit design in action. It became clear here that full use of the cube may be most desirable, but only when each segment is properly related to the whole. In the American rotunda at Atomic Energy Conference, Geneva, August, 1958, space upward was used to a height of 30 feet, but in a simple design of cruciform shapes to represent group of reactor control rods. Psychological impact of the rotunda was certainly reinforced in this way, and all the more so because the design was kept basic, direct and orderly.

Brussels World Fair provided an example of the need for more pre-



MATURE EXHIBIT DESIGN is in evidence in Hall of Discovery of British Government Pavilion, Brussels. Controlled lighting blended variety of elements.



AT NIGHT, British Pavilion is more handsome than in daylight. European designers have learned to use light and color in place of solid construction.

planning and integration to direct a flow of traffic through the elements of a fundamentally simple message. It was a basic weakness of the U. S. exhibit that there was no integration of the architectural concept with interior displays. There was little effort to develop an orderly pattern of viewing. Viewers tended to become bewildered, and to get lost in overcrowded areas, poorly illuminated and poorly labeled. By contrast, such a simple display as that of Austria—concentrating on a fine folk culture within an Austrian 'Bauhaus' structure—was bought by the viewing public without

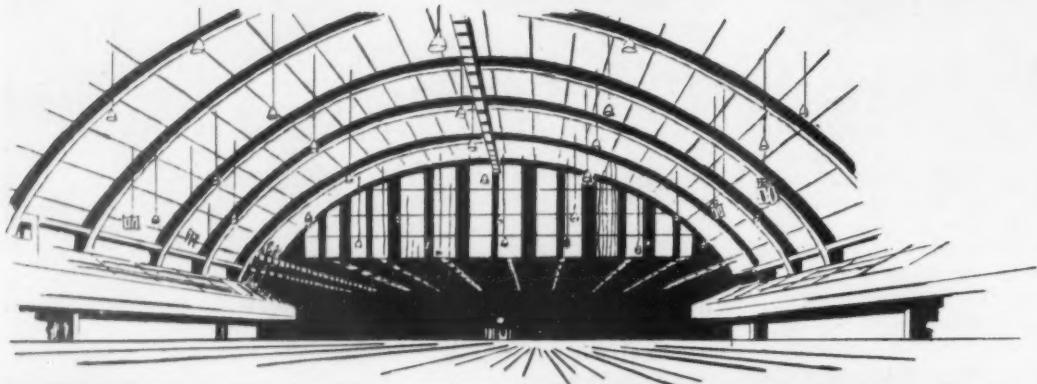
reservations. Here, was one of the finest representations of the theme of this great world's fair.

Czechoslovakia used its hydroelectric power supply as its guiding device. Overhead, as the visitor entered the pavilion, pulsated neon lights, created an illusion of flowing water that progressively "pulled" the visitor along from exhibit to exhibit.

A vital concern to the exhibitor is whether an exhibit is to be designed for a single, specific exposition—the European way—or to be considered as one stop on an itinerant schedule of expositions.

conventions — trade association shows — commercial and industrial exhibits

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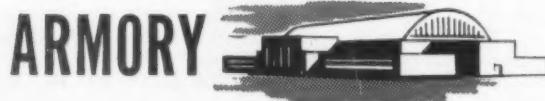


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The successful trade fair usually has a long tradition in most European countries. Some have heritages that go back for centuries. Exhibitors return to the same space year after year, and concentrate their major selling effort in the annual fair. Thus, it is perfectly natural for European exhibitors to build semi-permanent offices, complete with bars to properly greet their customers. It is easy to see why European exhibitors spend much more of their advertising pound, lira, mark, or franc on exhibits than their American counterparts.

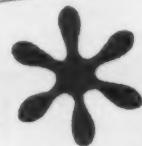
Americans, just as understandably, like to keep their exhibits flexible and movable, to get the greatest use out of them as cultivators of sales prospects and goodwill, not in one place but in several.

However, when you participate in a foreign fair, the accepted local attitude—direct selling and order writing—must replace your customary American attitude that exhibits are primarily for contact and sales promotion.

Firms, such as ours, maintain offices and manufacturing facilities in many of countries of Europe and South America, just to be able to offer the American exhibitor at foreign fairs the best possible exhibit to reach the foreign mind successfully. Such facilities often provide the advantage of considerably lower labor and material costs abroad, so that exhibitors can afford to go into foreign fairs on an equal cost level with foreign competitors. In addition, they enable American exhibitors, while entering more foreign trade fairs, to give increased attention to novel and striking design and superior lighting effects.

What Europeans have learned about light much more thoroughly than we, is that it is not only illumination, but color—and that of a richness that paints and dyes can only emulate but never equal. Stemming from the practice of European theaters, which for 40 years have been forced by lack of funds to substitute lighting for solid scenery, European display artists have made a virtue of their former necessity. They have found ways to impart motion to a stationary object with clever use of light. They are able to impart a glow of enchantment to their subject with radiant colors mixing, blending, contrasting within the viewing area. They have discovered how to take advantage of absorbing or reflecting surfaces, and how to bring out the full beauty of color and texture of the newest display materials.

An example of this use of color is the illumination of the Arche de Triomphe at night during holidays when



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the play of red, white and blue lights provide a magnificent spectacle of vivid color. Another experience in the graphic use of colored light occurred at the Brussels Fair where many exhibits were considerably more effective at night than in the daytime because of colored lighting.

► Remember, of course, that color plays a far more important role in the life of the average European than in that of his American counterpart. The European spends more time at home. He has far fewer outside activities within his grasp. By nature then, he is more attentive to domestic decoration, more a lover of flowers, more the sort of man who will buy a good painting for his living room wall rather than a new washing machine, which is priced out of his reach anyway. His background and way of life make him far more sensitive to color and design.

He understands graphic arts, which in Europe are an international language surmounting barriers of differing tongues and cultures. He is more receptive to new concepts of color, motion and form, and in fact, will demand them of whatever is to hold his interest. With such an audience, it is understandable that the European designer is more daring and advanced than the American. But today, we are rapidly developing a similar audience with the same challenge and the same opportunity.

Leading European exhibit designers—Alberto Carboni of Milan and the British architectural designers James Gardner and Willy Rotter—have used daring architectural innovations of others. They have followed the directions indicated by Walter Gropius, dean of the "Bauhaus" school of architecture; Mies Van der Rohe, great proponent of contemporary "skin" style of architecture; Le Corbusier, leading exponent of free design in architecture (attempts to relate form more directly with subject matter); Mondrian, outstanding abstract artist; and Calder, American whose name is synonymous with "mobile".

As European designers have sought to use innovations of others, so today American designers have even more opportunity to do the same, because they are speaking to a better informed audience.

"Exhibition design in Europe follows the pattern of architectural conception which is nowadays international," is the opinion of Willy Rotter, in a letter to the author which points out that there is no longer any reason why the new trends should be confined to Europe.

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As to what the trends are, Rotter, who speaks with the voice of authority, points to the following:

- "In Pavilion design, the principle of separating the screening shell from structural elements has been abandoned" in favor of thin, self-supporting shells.
- There is a reaction against functional design, favoring "strong textures or grille work employing enamelled tiles or heavy, textured metal elements, to form backgrounds or screens."
- "Far-East architecture, mainly Japanese, has a strong but probably quickly passing influence . . ."
- "Public participation devices are . . . being largely superseded by animation in all forms."
- ". . . The black and white photographic enlargement . . . has been superseded by color transparencies and it can be predicted that these will gain further popularity."

Most of these trends have been introduced to American exhibitors by the best exhibit builders, and spearheaded by such American industrial design talents as Lester Beal, Becker and Becker, Will Burtin and Walter Dorwin Teague among others. We can hope for a new era of doubled and redoubled impact of our exhibition displays when the exhibitor objectively reviews his exhibit's goals and replaces threadbare philosophies with new and dynamic concepts . . . when he allows expert designers and exhibit builders to have a freer hand than in the past, in order to destroy the "sameness" in exhibit design that presently almost engulfs us on the American scene.

Level of public taste in America has already raised itself distinctly and appreciably. Our newspaper and

magazine advertising design proves this. We have every reason to expect our native public to be increasingly more receptive, like Europeans, to the best in exhibit and display design through a continuing interchange of learning.

In foreign markets, which are increasingly important to American exhibitors, advanced design is obligatory for success. These markets, in many fields, account for a major portion of American sales. Foreign relations, too, have become increasingly the key to our domestic prosperity, and even to our prospects of survival.

The skill with which we are able to speak to the other parts of the world has become, rightly, a matter of major concern. That is why, to communicate our message successfully, we are constantly learning and practicing every nuance of the international language of the eye.

Predictable future of American exhibits and displays indicates effectiveness far beyond anything we have yet known. Ultimate results will be to help spread to the far corners of the earth mutual understanding, appreciation and receptiveness to American ways and American products. ♦

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Forgive our immodesty, but this is no idle boast. In our first year of operation, sixty progressive and forward-looking trade shows and conventions, used our excellent facilities. Because of the resultant demand for additional bookings, we are now in the process of planning substantial expansion. If you too, are interested in greater acceptance and enthusiastic reception for your show, call or write us. There's no obligation!

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SHOW held by Charles A. Templeton, Inc., Waterbury, Conn., brings interested prospects. Here, some listen to district sales manager for Bassick Company.



SPECIALISTS on grinding from Norton Co. are hard at work in another booth.

Balm for Profit Pinch

Shows staged by industrial distributors help to fight dwindling profits. Offer six big advantages. Provide mass selling to match economy's mass production. Good promotion results in big attendance. Manufacturers go along with show plans—and profit.

By LOUIS H. BRENDL
Merchandising Manager, James Thomas Chirurg Co.

ANYTHING THAT CAN EXPAND the net profit figure for industrial distributors is bound to be popular.

Records for 1957—figures for 1958 are not yet available—show that the industrial distributor's average gross margin of profit was 22.92 and average total operating expenses was 19.78. After paying taxes on an average net operating profit of 3.16, average net profit after taxes was only 1.59.

Faced with this serious problem of steadily mounting selling costs and resultant dwindling net profits, distributors seem to have found in the show or clinic a partial solution.

Although this form of "mass selling" is by no means new, the open house or show has shown a marked increase in the frequency. It is being held by distributors who are constantly seeking an economic means of keeping abreast of their manufacturers' advances in mass production. Those sales executives interested in lowering their distribution costs may find the closer investigation of this current successful wave of "groupsell" through distributor shows worthwhile.

1. Assemble groups of prospects: Fundamental appeal of the distributor show is that it goes directly to the root of the problem. It slashes the cost of each individual sales call. It does this by drawing together in one convenient location large numbers of important customers and prospects.

How successful distributors can be to accomplish this is apparent from the 4,250 key industrial management, operating and purchasing people who attended three shows held by Moore-Handlev at Mobile, Birmingham and Nashville. Or the 1,845 who came to see and hear the 31 exhibitors who compromised the show put on by Charles A. Templeton, Inc., in Waterbury, Conn.

With spread of distributor shows there appears to be a swing toward specialization. An indication of this is the two-day All-Abrasive Show held by Campbell Industrial Supply Co. in Seattle.

Probably the single appeal that influences most prospects to attend these shows is that of saving time. They see in such a clinic the same "one-stop-shopping" convenience that their wives like in supermarkets. These busy production and maintenance men of industry find the offer to get the latest information on products of between 25 and 100 manufacturers—all on one visit—almost irresistible. A high percentage attends—many of sufficient importance that they cannot be regularly seen by the distributors'

"I KNOW IT'S A LITTLE LATE...BUT"



This happens more often than you think

An exhibitor that waits until the last minute to call in his display builder, is *short changing* himself.

Given the time, the display builder can provide dozens of exhibit services over and above the designing and building of the exhibit itself—and also avoid unnecessary and excessive overtime charges.

GRS&W, for example, can help you plan and integrate the exhibit into your total advertising program—furnish you with factual reports on show audience—develop the exhibit with appeal to this audience . . . and

provide many other services which contribute greatly to the overall effectiveness of your exhibit program.

We urge you to take advantage of these extra services. Plan your next exhibit early—preferably on the same day you sign up for the space.

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salesmen. For example: One New England distributor had 82% of the men invited visit his show.

Aggressive distributors do not leave to chance their getting a good turnout for manufacturers who participate in their shows. Prospects are invited by printed invitation, ads in newspapers (one New York State distributor used over four dozen newspapers), radio spots and telephone. In addition, prospects are encouraged to attend by promises of door prizes ranging from portable radios to free vacation trips to the West Indies. On top of this, it is not unusual for refreshments to be served and flowers to be provided for ladies. Result is that manufacturers can be sure that an abundance of good prospects will be delivered to these shows.

2. Assemble manufacturers' top talent: Sales execs of manufacturers find these convoys of several hundred prospects as appetizing as a war-time submarine commander. They've found no other way that they can talk to so many prospective buyers all in one building in such a short time. As a bonus, the sales manager gets a good opportunity to determine what kind of a job his own salesmen are doing as well as those of his distributor. With this info he is in a better position to take corrective steps if they seem necessary. And in those cases where the sales manager himself can't be present, he can be counted on to send top talent to take his place.

Here's what Moore-Handley had to say about its three-city show, mentioned earlier in this article:

"Never before have 200 manufacturers' executives and engineers given up three weeks to man booths for one distributor.

"Never before has one distributor moved a complete show of 100 booths and 12 truck-loads of equipment (Mobile to Birmingham) 300 miles in two days and a week later moved 200 miles (Birmingham to Nashville) in two more days."

By having such a profusion of top talent, the distributor is assured of impressive presentations of products all this top brass is interested in. In no other way could he assemble such a multi-ring sales circus in his community.

3. Assemble demonstration equipment: When distributors' shows have proven their ability to flush covies of prospects large enough to draw their manufacturers' top executive talent, it is not surprising that there is almost no limit to the size and quantity of demonstrating equipment (plus skilled demonstrators) that come for the ask-

ing. It is not difficult for a manufacturer to justify this unusual expense when he hungrily contemplates "sitting duck targets" of several hundred delivered prospects. As you would expect, he embraces this opportunity for mass demonstration by assigning his most able demonstrating personnel. This probably is about as close to the mass product demonstration of TV as most industrial manufacturers will ever get.

Certainly, it is the lowest cost per demonstration technique yet devised. Possibly not quite as personal as the traveling truck or bus loaded with demonstration equipment but many times as efficient. Mass demonstrations provide mass conviction that insures mass orders.

4. Provide mass education: Many distributors feel that these clinics afford a better and more practical means of mass education of their own personnel than either sales meetings or factory schools. This is not surprising for the talent — both sales and engineering — furnished by manufacturers to man the show is invariably better than that allotted to either distributor meetings or factory schools. What's more, product demonstrations and sales pitches are repeated over and over until distributors' personnel soak them up even if they do not particularly apply themselves. Similarly, territorial field salesmen of manufacturers also get a concentrated dose of sales training from headquarters' executives and practice applying it right under the bosses' eyes.

We know of two manufacturers' salesmen who utilized this opportunity to develop some "sentences that sell." By having several hundred prospects pass their booth every day, they were able to try many different sentences until they discovered the sentence, which when addressed to passing prospects, brought the largest number in. It would be almost impossible to duplicate this feat on plant to plant calls due to the few calls that can be made in a day. Yet, this winning sentence was found to be equally effective in gaining a prospect's immediate attention when used on regular cold-turkey plant calls.

5. Impress prospects with all lines: Every distributor is constantly confronted with the difficult job of telling his customers and prospects that he represents from 20 to 100 manufacturers. True, he may print his own catalog, or if not, then he employs various means to distribute product literature furnished by his manufacturers. Whatever combination he may choose to follow, there is bound to

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be a large area of ignorance. It is indeed a good salesman who can successfully implant on his customers' minds the scores of lines his concern carries. Rare also is the customer who is sufficiently interested to carefully study a distributor's composite catalog or zealously preserve a sheaf of assorted product bulletins and brochures. Almost universal result is that seldom does a customer or prospect get beyond the point of saying, "Oh, do you handle those?"

Distributor shows are by no means a cure-all but they do accomplish a great deal by visually tying up a group of products with a specific distributor and his personnel.

6. Increases prestige in community: Because many of the displays, demonstrations and motion pictures shown at these shows are educational, the distributor's prestige in his entire community — particularly the industrial section — is appreciably enhanced.

Thoughtful distributors frequently increase their results in this direction by holding a special preview of their show to which are invited the press, radio and TV announcers and commentators, municipal, civic and educational leaders, families of employees and others whose opinions are valued. Senior students of technical schools as well as engineering societies and similar groups are also invited by distributors who are interested in building for the future.

From an employee relations standpoint, this increase in community prestige is reflected in greater "pride of company" on the part of present employees and greater eagerness to join the organization by non-employees.

James Thomas Chirurg Company, New York and Boston advertising agency, thinks so highly of the potentialities of participating in distributors shows that it includes such recommendations in its clients' advertising and merchandising plans. ♦

Look Who's Exhibiting Now!

EVER HEAR of a singer who has an exhibit booth at a fair? No wonder. It hasn't been done before. But Betty Johnson, recording artist for Atlantic Recording Corp., will try it this year.

She has contracted for booths at nine fairs from Colorado to Virginia, from Aug. 9 to Oct. 5. Object is to sell records.

Miss Johnson will give away autographed pictures of herself to draw crowds to her booth. She will sell single records plus her two LP's, "Betty Johnson," and "The Song You Heard When You Fell In Love."

Miss Johnson recently returned from a tour of Europe. She is a "regular" on the Jack Paar show and made her last appearance there on April 13. She appeared April 26 on the Roy Rogers Chevy show and will appear May 30 on the Perry Como show.

If the exhibit idea works, chances are that other entertainers will get into the act. Even if she doesn't break even sales-wise, she probably will get enough publicity to make it worth her while.



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MAY 15, 1959



THIS IS HOW United States Plywood Corp. shows beauty of wood species and vinyl coverings in its booth at Design Center.



THIS IS miniature setting, scaled 1½ inches to a foot, to show adaptability of pieces by Aluminum Furniture by Sanfort, Inc.

What Goes into Unmanned Exhibits?

Design Center for Interiors has discovered six elements that are necessary for any exhibit. Latest trend is away from institutional exhibits. Emphasis is now on educating consumer.

EXHIBITS in New York City's Design Center for Interiors represent a healthy departure from some common faults in trade show displays, according to Norman Ginsberg, DCI president. His analysis of the Center's presentation methods discloses a half dozen basic elements that deserve consideration when you plan any exhibit:

1. Attention getting must be an integral function of the whole display. Your tacking on an unrelated gimmick distracts viewers from the product and leaves them with a confused impression.

2. A wordless story works better than signs. Even two sentences seem to be too long or too small for passing

visitors to read. Large signs steal space that is better devoted to dramatic and graphic presentations, instantly comprehensible from the aisle.

3. Progressive stages in a display can build interest in logical sequence. Then when the viewer's attention has gradually been brought to the exhibit's focal point, he has, to a large extent, been presold.

4. Changes of pace within a large display keep audience interest high until everything has been seen. But variety in display material should be suited to an exhibit's size to avoid giving an impression of overcrowding.

5. Standing room should be planned as carefully as the placing of inani-

mate objects. Comfort and convenience make for receptivity whereas after-thought additions can make a visitor feel like a bull in a china shop.

6. Primary focus when you arrange an exhibit should be on impulse appeal in the display's over-all effect. Instead of letting arbitrary product and promotional elements dictate a display's appearance, DCI exhibitors consider every ingredient in planning the effect for which they are striving.

"Design Center's display approach gets the proverbial horse and cart in the right relationship," observes Arnold Morris, DCI sales director. "Too many sales and advertising departments dump an arbitrary number of unwieldy display elements into the lap of the promotion manager or

booth committee. Somehow they expect an arresting or at least a pleasing arrangement to emerge within the assigned footage.

"By contrast, our exhibitors — there are 219 of them — subordinate everything to the desired effect. At Design Center, aluminum chairs and tables, a canopied bed, concrete structural castings, bulky antiques, fabrics and wall coverings are all treated in an ingenious and mobile fashion.

"Although the Center's floor and ceilings are laid out in three-foot modules for convenient eye measurement, there is no arbitrary restriction on display areas. One booth—less than two feet by six feet—best suits the occupant's purpose (to emphasize the jewel-like qualities of a Helen Snyder lamp base and table top). This complete flexibility eliminates any excuse for an exhibit's ingredients being inadequate, uninteresting, vague, or otherwise unsuitable for presentation to the center's 15,000 weekly visitors."

In a three-foot deep space with 17 feet of aisle frontage, Aluminum Furniture by Sandfort, Inc., displays more than 100 pieces of aluminum furniture in high-fashion settings. How? Company presents its products on a scale of 1½ inches to the foot.

An audience-attracting feature was evolved from the view holes for "sidewalk superintendents" that many con-

struction companies cut out in excavation fences. Far from being a gimmick, this approach is fundamental to the whole Sandfort show.

A black wall, bearing white product messages, separates the miniature furniture settings from the aisle. At eye-level are five glass windows, each two-feet wide and a foot high. These look in upon five rooms of the same dimensions, ranging up to a couple of feet in depth. Arches, French doors, windows and other openings in the wall of these tiny rooms permit generous glimpses of 10 connecting rooms or outdoor living facilities not provided with their own "sidewalk" windows.

Most of these adjacent areas are behind or alongside the five main rooms. But in one instance the space below eye level is used. The "sidewalk" window looks into a classic upstairs hallway with aluminum-furnished rooms opening off it. A sweeping staircase descends to the hall below. By looking down the stairwell, the viewer can see into ground floor rooms as well.

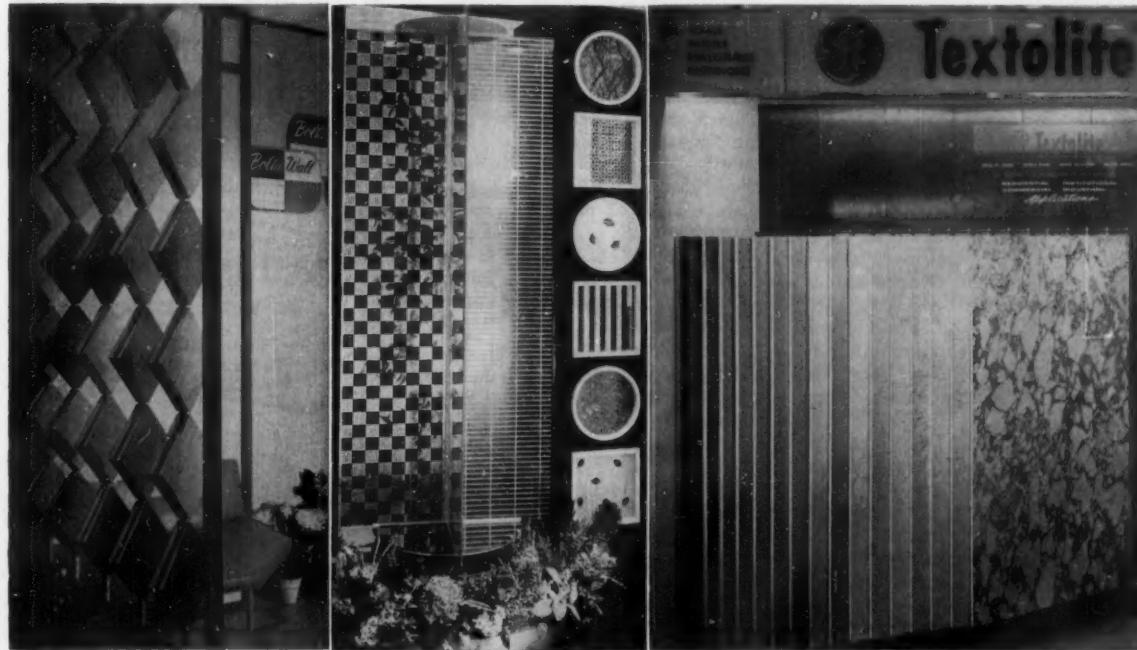
Except for brief explanations posted on the aisle wall, this wordless story speaks volumes about Aluminum Furniture by Sandfort. For example, its durability is illustrated by the furniture's use in one miniature home's rose garden. Another furniture setting is within reach of salt spray on the

sunny wharf of a seaside cottage.

Miniaturization is used in an even more "plastic" way by another Design Center furniture exhibitor, H. Sacks & Sons, Brookline, Mass. Firm's eight-by-three-foot corner booth depicts a comfortable nook for study and writing, redolent with an atmosphere of panelling and massive carving. On shelves of a handsome bookcase, lighted shadow boxes are inserted among the books. These focus attention on models of many other beautifully carved pieces in the Sacks furniture line. Scale: two inches to a foot.

Another instance where the effort to attract attention helps to tell the product story instead of being merely a gimmick, is in the Center's R. Wallace & Sons, Tuttle Silver Division, display. On brilliantly lighted, clear glass shelves, are arrayed Tuttle flatware and holloware of all sizes. Temptation to pick up a salt shaker or other piece and examine it more closely is almost irresistible. But upon making the attempt, the visitor soon realizes that glue and fine wire permit him to touch any of the pieces but not to take them.

Jack Lenor Larson encourages the traditional thumb-and-finger examination of its decorator fabrics by stretching double folds of fabrics and laces from floor to ceiling. Contrasting materials, resembling six-inch-wide col-



DIVIDER uses diamond-shaped samples in General Tire booth.

REVOLVING "DOOR" shows glass samples of Dearborn Glass Co.

SWING PANELS, six feet tall, of Textolite in General Electric's booth is still another way to show samples.

umns, are set a couple of inches apart. They surround a brightly lighted, tropical plant. Arrangement stimulates visitors to think of draperies as already made up and hanging on a window or archway.

On special occasions, coinciding with seasonal changes, decorators conventions or rearrangement of a display, Design Center's exhibitors often conduct breakfasts or cocktail parties. They invite trade groups or editors. At such times booths are often manned. But generally, they are entrusted to the Center's guards and the staff or the DCI library and research center. Guards have taken it on themselves to supply simple additional services such as constantly reopening doors of the Steelman stereophonic hi-fi phono-radio console which admirers always respectfully close.

When a booth is not manned, it must be able to tell a story all by itself, continuously. New York Telephone Company's booth at Design Center meets this problem head on with a full array of colored telephones set to play recorded messages. When visitors accept a sign's invitation to lift a receiver they hear about the convenience and beauty of extension phones, "in color of course." Push-button and loudspeaker models describe their own particular virtues. An executive model on which there is no need to lift the receiver affords an outside line for visitors to try it themselves.

New York Telephone Company, Remington Rand Division of Sperry Rand Corp., and many other firms in the Center tie in with fellow exhibitors to provide equipment for functional roles and props in other displays.

With pixie-like disregard for realism, fireplace is stacked upon fireplace by Edwin Jackson Co., creator of high-fashion pictorial tile work and matching fireplace accessories. Carpets, too, are brought to eye level by Gullistan's use of stepped circular tables, carpeted over and highlighted by door stoppers and other art objects that one might expect to find on the floor. Try-it-yourself, action installations at Design Center range from the elaborate telephone company installation to the seemingly empty six-by-three-foot booth of Timbertone Wall Coverings, Inc. A sign invites guests to step inside to feel the deeply textured papers with which the walls and ceiling are covered.

Hard-to-manage decorative castings and slabs of art concrete, stone and tile are mounted on free-rolling, pull-out panels in two racks of Murals, Inc., products. Unlike most installations of this kind, individual panels

are spaced a foot apart so that prospects can hunt for the items they want to examine closely without pulling out every panel.

In front of a garden mural, Glass-Wich Division, Dearborn Glass Co., has set up a revolving door composed of samples of its decorator glass, screened in black, gold and other colors. When a visitor revolves this novel sample rack, lights flash off and on to emphasize particular designs and a glass panel bears a simple product message.

Other variations on the conventional sample rack include General Electric Company's six-foot-high swinging panels of Textolite. Anyone considering new kitchen or bathroom walls can readily flip the "pages" and step right inside the immense "sample book" to visualize what it would be like to live with a particular pattern.

General Tire and Rubber Company's booth boasts a room divider of diamond-shaped samples of its Bolta-Wall, Bolta-Floor and Bolta-Top materials. "Strung" on vertical pipes, these samples may be turned to suit the viewers' convenience. A neat stack of the firm's bright yellow, black and red shipping cases boosts product recognition and shows visitors what to look for in hardware stores or builders' outlets.

Flexwood Division, U. S. Plywood Co., demonstrates its vast range of available colors with numerous flip-racks of samples in playing-card size. Floor-covering samples of Amtico Division, American Biltite Rubber Co., are affixed to six-foot-high, three-sided boxes revolving on floor-to-ceiling pipes.

After six months of operation, Design Center executives have noticed an important shift in policy by a number of exhibitors. Originally, their displays were of an institutional nature and for prestige reasons the corporate name was highlighted more than products. But one by one, these firms have changed over to an educational emphasis centering on their product lines.

Veteran pace-setters in creation of educational displays and educational literature have been flooring firms of Congoleum-Nairn and Styron; Burlington Mills; Nevamar Carefree Kitchens and Carole Stupell Exclusives. Latter's display of true-to-life Duma Fiori blooms of polyethylene affords object lessons in the creation of both small and large flower arrangements.

Visitors are constantly reminded of the impressive executive office display furnished with Remington Rand's modular units as they encounter additional Remington Rand installations about the center. Castleton China



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EXECUTIVE OFFICES: HOTEL GOVERNOR CLINTON, N. Y. 1

Victor J. Giles, Director of Sales

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Check these advantages

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National Sales Representatives

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Murray Hill 4-0004

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Loretta E. Ziegler, Convention Manager

*

Clifford E. Gillam, General Manager



Co. makes extensive use of shallow "Rem Rand" file drawers to display a dinner plate from each of its many lines. Each plate is firmly glued into a drawer of its own where it reposes on a place cover of complementary hue.

► Manufacturers of furniture materials rather than finished products are also represented in the center. To appeal to consumers, decorators, architects and home builders who constitute most of the visitors, Upholstery Leather Group offers display space to a steady succession of furniture manufacturers who upholster their products in leather. As makers of wooden, aluminum, stuffed and other types of chairs take their turns, each is accorded a press breakfast by the

exhibitor association.

High display standards are rigidly enforced by Design Center. Booths must be representative of the best trends in interior design and must in no way be open to criticism for being over-commercial. In cooperation with Norman Ginsberg, DCI president, and Arnold Morris, executive director, veteran display specialist Tom Lee passes on all exhibits. Although he was architect of the building and designer of its central panorama display, Lee is not content to rule on the many aesthetic and policy matters that arise without the assistance of an independent advisory council. Members of the advisory council include: Willela de Campi, Dorothy Draper, Melanie Kahane, Louis Goodenough and Raymond Loewy. ♦

First Book on Exhibiting

FIRST BOOK written in United States about exhibiting at trade and industrial shows is off press. It's Rudolph Lang's "Win, Place and Show." (Oceana Publications, \$7.50)

Rudy Lang, managing director of exhibits, Office Equipment Manufacturers, is at his best when he gives actual case histories. For instance, he tells about an audience participation stunt that worked well:

"A manufacturer of check-signing equipment staged a contest asking participants to sign their names manually while the machine signed checks automatically. When they finished, the machine also stopped. They were given an opportunity to estimate the number of checks the machine signed while they had been signing their names manually. This figure comparison brought the speed advantage point home forcefully and resulted in a very successful sales and publicity-worthy attraction."

It is a shame that Lang didn't include more case histories from his experience. He used them sparingly.

Some of his definitions may not agree with those you might use, and you could take issue with some of his statements. But you can't accuse Lang of parroting anybody. This book is all Rudy's.

Of particular interest is a discussion of traffic flow at a show. The 24-page appendix offers some excellent check lists and the bibliography lists hundreds of magazine articles on exhibiting (more than half from Sales Meetings).



50,000
40,000 SQUARE FEET
OF AIR-CONDITIONED
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ALL ROOMS AND SUITES
AIR-CONDITIONED TOO!

**PUT ALL YOUR
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FLOOR

**PUT ALL YOUR
PEOPLE UNDER**

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ROOF

The Sherman has *added* 10,000 square feet to its already large convention exhibit space. The total is now 50,000 square feet . . . all on one floor and all air-conditioned. No time lost racing around town . . . no stair climbing . . . no crowding into elevators. But single-floor convenience isn't all. The Sherman also offers 27 air-conditioned meeting rooms accommodating 10 to 2,000, plus exceptional banquet facilities for functions of any size.

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- The Sherman is in the heart of Chicago's shopping, theatre, and financial district.
- Drive-right-in convenience—the only hotel in Chicago with on-premise garage facilities. No waiting for busy doormen when you arrive . . . no waiting for delivery when you leave.

Danny Amico, Vice President and Director of Sales, backed by highly qualified staff, is on hand day and night to attend to all your convention requirements. For help in planning your next convention, phone, wire or write Danny.



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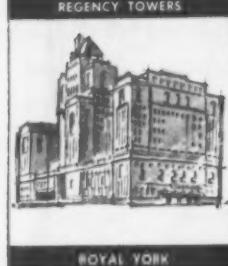


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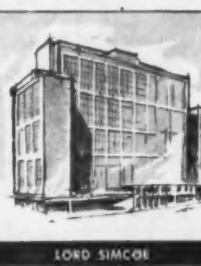
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SEAWAY

this year think of Canada . . .

FOR MEETINGS. Resorts and scenic lodges throughout the country are just right for small conventions or sales meetings. Great for hunting, fishing and golfing, too.

FOR POST CONVENTION TRIPS. Canada is a foreign country with interesting customs and friendly people. There's spectacular scenery all the way from Newfoundland to British Columbia.

FOR TRANSPORTATION. It costs less by air—with more time there. Only TCA flies the smoother, quieter, more comfortable turbo-prop Viscount to Canada.



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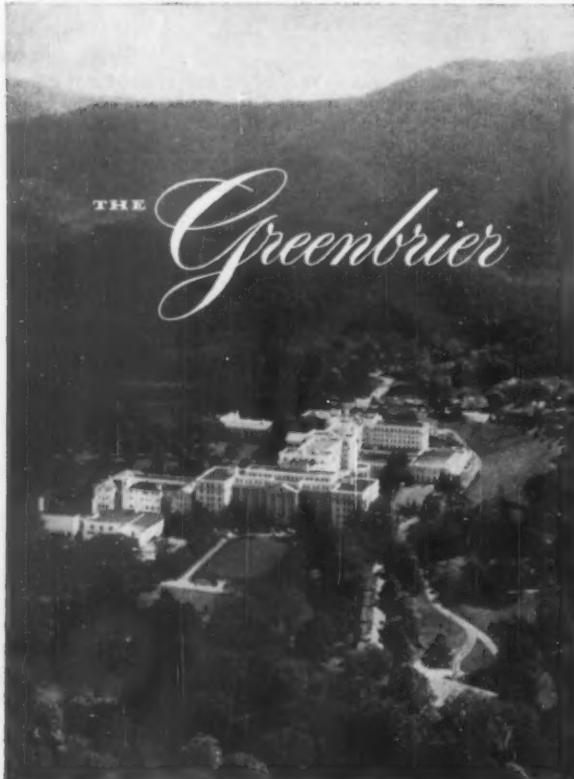
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You will find at The Greenbrier the perfect setting for your conference, whether it be for ten or a thousand people. The new, air-conditioned West Wing has an auditorium with a 42-foot stage, new sound and projection machines, splendid banquet arrangements, and a theatre with a CinemaScope screen. Accommodations are magnificent; the food is gourmet fare. For after-session enjoyment The Greenbrier's recreational facilities are unsurpassed. And our staff of experts not only helps in planning your program, but they also handle the details to carry it through *successfully*.

Special Winter Rates available on request. Include a spacious, luxurious room and The Greenbrier's traditionally fine meals, green fees (our courses are playable much of the winter), swimming in mosaic tile indoor pool, membership in the Old White Club and gratuities to service personnel. **EFFECTIVE DEC. 1, 1959 - FEB. 29, 1960.**

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THE
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SALES MEETINGS/Part II SALES MANAGEMENT



A SWITCH, relaxed atmosphere makes booth stand out amid big, busy booths.

You Can Do a Lot In Just 10 Feet

Little company feels like a giant and gets reaction it wants with small exhibit. Finds it can do more with budget when plans cover three shows at once. Relies heavily on builder.

By J. K. POFF
Sales Manager, Pyramid Electric Company

I'M THE ORDINARY exhibitor. From what I've heard about exhibitors in trade shows, I'm the average guy—a 10-foot exhibit in about three shows a year.

Being an average guy doesn't bother me. After all, it was a lot of average guys at Bataan, Anzio and Okinawa that helped preserve the world we live in today. I'm proud of them, and I'm proud to be average.

Now to get back to my company's exhibit program. We go into three trade shows a year as I said. Our product? Capacitors, new, modern, exciting as hi-fi, or automation, or Brigitte Bardot.

This year we had a new development—new even for our modern prod-

uct. We wanted to talk about it in our exhibit program. Just presenting it wasn't enough—we had to talk about it personally to our prospects. It wasn't the sort of thing you could hang on a peg board, put a caption under it and say, "This is it!"

We had to do more than that. We had to tell people about it in detail—it represented such a radical departure in its field. Only way to do it was on a person-to-person basis, with people who knew the field. Only they could appreciate its qualities. So our problem was to get these people into our booth—a 10-foot booth, remember.

At this point we called in our exhibit builder, Lewis Barry, Inc. Our arrangement with this company, I

have discovered, is almost as unique as the product we wanted to talk about. Some years ago a representative came to see us with a startling proposal. Startling to us, that is, because we'd never been approached on that basis before. Here briefly was the pitch:

"We don't want to sell you an exhibit. We'll build one for you to suit your needs and tell your story. We'll install and dismantle it at each show, and store it between shows. Meanwhile, we'll make whatever adaptations are necessary to fit the particular market each show is exploiting, so we can keep the exhibit alive and productive. We'll keep the show on the road for you. All you have to do is feed us the latest information."

"At the show you walk in to a completely set up booth. When the show is over you walk away; go fishing, do anything you like, but you don't have to be bothered with any of the nerve-wracking details of taking care of your exhibit, because it isn't yours. You won't own it. You'll never need to own an exhibit again; yet you can have a practically new booth every year."

"This is going to cost us a fortune," I said. "Our budget won't allow it."

"But we do all this within your budget," the man said, and proceeded to prove it. When he came up with the cost figures, we did a double-take, they sounded so low. I still thought it was impossible, but he proved that by his company's method of doing business with a client on a year-round basis, it was not only possible but logical. And each year confirms the logic of this method.

► This year the Institute of Radio Engineers Show offered a particularly challenging test. As I said, we wanted to introduce a new product but felt it was not the sort of thing you could nail to the backwall of your exhibit and trust to luck that it would get itself sold.

We had to talk to a lot of people about this new development. We had to arouse their curiosity, pique their interest, and it could only be done in an atmosphere of friendly, intimate conversation. Then if we could create enough interest to carry the conversation further, an invitation to our hospitality suite would open still another road toward clinching the sale.

But remember, we had only 10 feet of space in our booth to work with. Here is where the ingenuity of our exhibit builder came into play. He decided since we couldn't compete for attention with the larger, costlier booths anyway, why not deliberately play ours down. Play it cool, Relaxed. We were skeptical. "Play it down?"

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Near all "Loop" Business and Entertainment

• 1000 Guest Rooms and Executive Suites
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Ideal Facilities for
**• CONVENTIONS
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You'll find expert planning help, experienced follow-through and outstanding facilities. Large or small, your meeting is of major importance to a Doric hotel.

SEATTLE

Doric NEW WASHINGTON
Meetings to 500; banquets to 350.

Doric MAYFLOWER
Meetings to 300; banquets to 200.

Bellingham, Wash.

Doric BELLINGHAM
Banquet, meetings to 350; catering to 1000. Adj. theater seats 1700.

OAKLAND

Doric LEAMINGTON
Meetings to 1000; banquets 400.

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Doric MAR MONTE
Meetings to 400; banquets to 350.
On the sea. Pool, sports.

PALM SPRINGS! Now—outstanding for incentive program winners—the desert's most lavish luxury resort:

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CORPORATION
EXHIBIT SHOW DIVISION

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Relax?" We had a big investment in booth space, sales personnel, accessories; to say nothing of the research and development involved in the product itself. How could we relax?

But he was persuasive. "Take a lesson from Perry Como. He made a fortune out of relaxing."

We decided to give it a try. It was beginning to sound intriguing. Besides, it was getting pretty close to show time, and we had to have a booth. This show was too important for us to pass up. So we went ahead, and gave our exhibit builder full rein.

Now take a look at our exhibit (see cut). What do you see? Can-can dancers. Prospectors. Soft lights. Cozy relaxed atmosphere. Lots of relaxed atmosphere.

"But did it sell capacitors?" you'll ask. Did it sell capacitors! We aroused more interest, told our story to more live prospects, got more bona fide inquiries, and staked out more solid future sales than we ever did at a show before. Does that answer your question?

That's why we're proud of this exhibit. It proved that the average 10-foot exhibitor could compete on favorable terms with the larger exhibitor. Compete, that is, if he used his own space to best advantage. And here, I learned, is where you should depend on your exhibit builder. He has the know-how and experience to produce the best possible results for you, provided you give him free rein. I know my exhibit builder can. I guess I'm pretty proud of him, too. ♦



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setting for
conferences of
25 to 100
persons*



*Completely Air-Conditioned
all guest rooms, restaurants
and meeting rooms*

*Conveniently Located
between New York and
Philadelphia*

*Perfectly Situated
adjoining Princeton University
campus*

*Excellent Facilities
spacious private function rooms*

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to make meetings pleasant and
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*Fine Accommodations
125 rooms, Cocktail Lounge,
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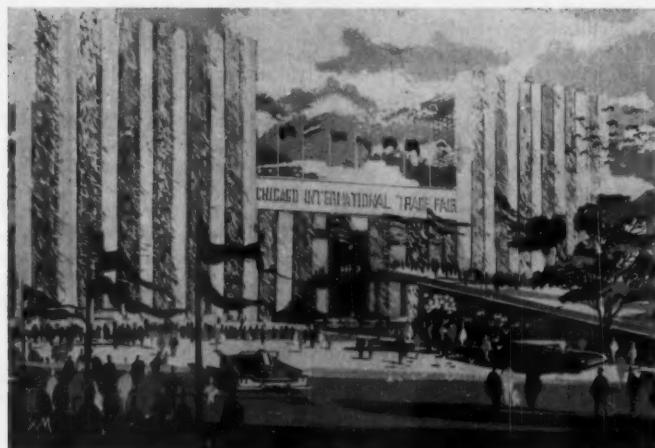
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PRINCETON
INN

Princeton, N.J.



ARTIST'S SKETCH of Navy Pier as it will appear for Chicago International Trade Fair, July 2-18. Exhibit area has been laid out for 167,000 sq. ft. of exhibits. About 800,000 visitors are expected to view foreign products on display. Prinses Irene, new \$5-million Dutch passenger-cargo vessel will dock at the pier and serve as hospitality center for exhibitors and buyers. To Join Club Internationale and use ship facilities: \$50 membership fee.

An Advertising Agency Looks at Trade Shows

This agency goes to trade shows to learn more about client's industry, to cement relations with trade press, to arrange for stories, to get facts on client's competition. It also takes part in exhibit plans to integrate them into full year's ad program.

By JOHN PHILIP and ALLAN TREMPER
Vice Presidents, Jones & Taylor, Inc.

SWINGING AROUND the periphery of advertising's core is that oft-visited and much-maligned sales satellite, the trade show. It is a big and busy sphere, populated in varying degrees by a curious mixture of high living, big expense accounts, even bigger hangovers, genial camaraderie, and—surprisingly often—down-to-earth business. Which of these will be the governing force at any given time is a worrisome problem that has plagued exhibitors, exhibit managers and trade association secretaries ever since trade shows were incubated.

Convention exhibition divides itself generally into two broad areas—those who come to show, and those who come to be shown. There is a much smaller fringe element who come to live off the latter group, but we shall discuss this phenomenon later. Rounding out the trade show potpourri are the observers—among them agencies and trade press.

An advertising agency finds itself in a peculiar position with respect to these events. Assuming it has a respectable number of clients in widely diverse fields, the agency finds trade shows looming large on the horizon all year 'round. How to be selective, how to determine whether to attend one show and pass up another is a very real problem. Many agencies, like many manufacturers, attend too many trade shows purely out of a

sense of imagined obligation. It's a passive and lackadaisical point of view that benefits neither.

As a rule, every industry stages one major association show during the year. These we try to attend, passing by the smaller, regional shows that seem to crop up perpetually. A well organized major trade show offers the conscientious agency account man an excellent opportunity to capitalize on a high concentration of his client's entire industry.

For example, what better chance to see competitive products, competitive literature, competitive claims? We have found that most exhibitors are extremely cordial and open-handed with their exhibit material, even though they are aware that we are talking to them only in the interests of our client. Many of them, in fact, have even volunteered to put us on mailing lists for future material, a cooperative industry attitude that we heartily encourage.

A show also affords us an opportunity to cement our relations with the trade press, to make arrangements for publication of news stories. Often-times, too, trade magazine people have constructive observations to make about the design and distribution of new products which are making their first exhibit test.

In the same vein, we have found that our own contacts, both with the

press and with manufacturers' representatives who swarm these shows, have led to new and valuable distribution channels. For example, such a liaison at a show three years ago enabled us to put our client in touch with a distributor who today accounts for a very handsome percentage of the company's total national volume.

To be informed, and to do the most enlightened job of advertising possible, it is our belief that an agency should participate in the affairs of his client's business to the fullest extent possible. And it is here that the trade show presents another plane of entry. Because business meetings at these affairs are extremely vertical, and problems discussed are pertinent specifically to the client's problems, they give the agency man a ground-floor look at the innermost workings of the client's industry. Speakers generally are informed and authoritative. If we are selective, we find that time spent at trade show business meetings is indeed time well spent.

► Now, how about the advertising agency itself? Here's what we do. First of all, we participate actively in the design of the client's exhibit, and development of any specific material he will be using in the exhibit. We try to key these things to the client's advertising theme, to give them some family resemblance, some continuity with what has gone before.

If, for example, use of a particular professional model has been a characteristic of an advertising campaign, we find it makes good sense to have the same model in attendance at the client's booth. Standard campaign slogans become standard exhibit slogans. Advertising logotypes are trade show logotypes. In other words, we feel that the trade show should become as much a unity with the entire advertising program as advertisements themselves, literature, packaging and any other merchandising element in the entire campaign.

We have absolutely no bone to pick with hospitality suites. We do, however, temper our view of these free-flowing phenomena with one very strong proviso—and that is, that they be operated by exhibitors only. There is a growing, and we think unfortunate tendency toward abuse in this area. At practically any major convention, hotels are clogged with hospitality suites operated by non-exhibiting companies. They are, in effect, permitting exhibitors to pick up the tab for staging the exhibit, while they go about skimming off prime prospects for their own ends.

There are, we realize, exceptions,

THE BIG NEW *Carillon*



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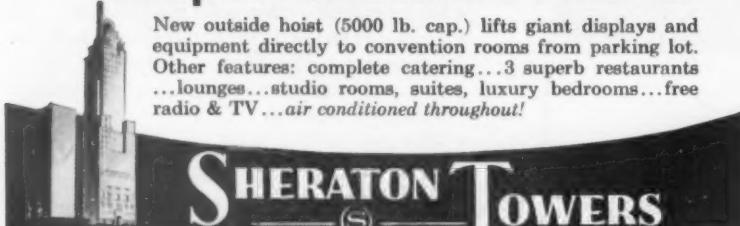


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so we don't wish to imply any across the board condemnation. Some potential exhibitors simply cannot get into a show. Or their products don't readily lend themselves to exhibit. In such cases, we do not feel that a manufacturer can rightfully be criticized for maintaining a hospitality suite, but still, such cases are in the extreme minority.

Unquestionably, there is no pat solution for this situation. It is undoubtedly impossible to legislate successfully against the problem, but we feel that organizations that sponsor trade shows would do themselves and their members a great service to discourage attendance at non-exhibitor bourbon klatsches.

And while we're looking on the dark side, let's take a shot at trade associations themselves. While it's not a universal fact, of course, we've found many associations which are just plain damn selfish. They go to great lengths to promote the sale of exhibit space, to secure reservations, to peddle tickets to this, that and the other, but once the reservation has been secured, the exhibitor is the forgotten man.

We feel that every association has an obligation to promote attendance at exhibits, both through trade advertising and advance mailings to prospective visitors. Trade show exhibits are, in fact, a vast clearing house for introduction of new ideas, new methods, and new products, and should be promoted as such to those in attendance.

Smaller associations, we feel, would do well to employ an advertising agency to handle details of advance promotion. We've no doubt that dividends in increased attendance, increased interest, and exhibitor participation would far outweigh the necessary investment.

At many shows, business meetings are scheduled in direct competition with exhibit hours. This fact not only cripples attendance at the show, but it deprives many exhibitors of the chance to attend meetings that they should and could profitably attend. We realize, naturally, that at any show there is only a limited time to do many things. But we do believe that show visiting hours should be materially reduced to avoid this conflict.

Finally, we attend trade shows to see, to learn, to participate, to help our client sell, and to come away with something that we can use to do a better advertising job. We deplore the tendency of some agencies that use trade shows exclusively as a vehicle to show the client a good time. ♦

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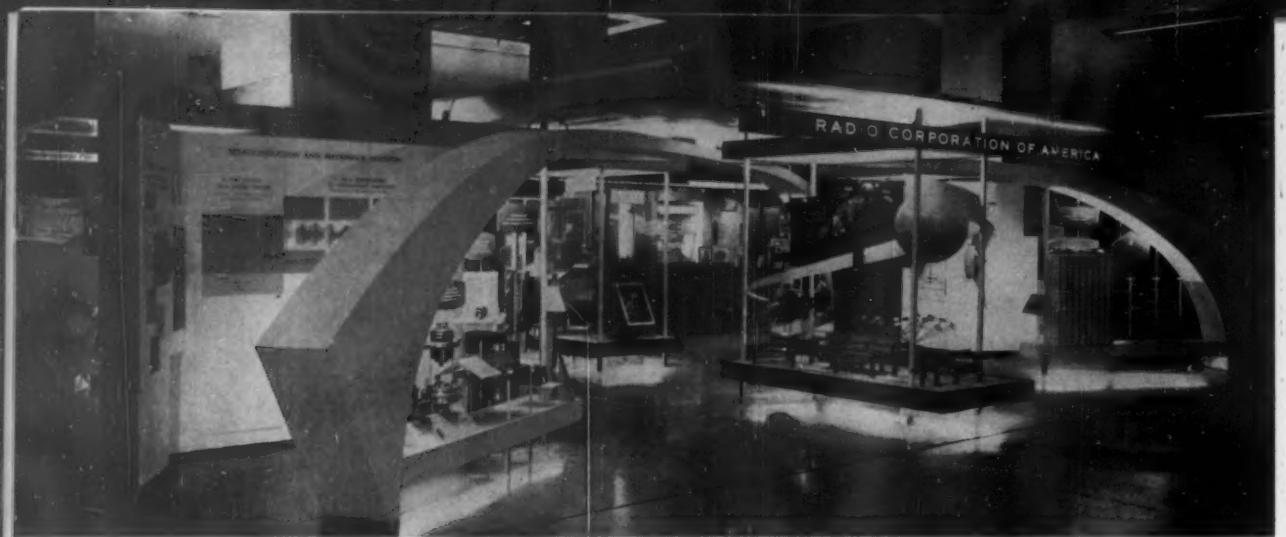
NEW YORK Biltmore, Barclay; ATLANTIC CITY Chalfonte, Haddon Hall; PHILADELPHIA Bellevue Stratford; BALTIMORE Lord Baltimore; PITTSBURGH Carlton House; DETROIT Park Shelton; CHICAGO Drake; ST. LOUIS Chase Park Plaza; DALLAS Adolphus; OKLAHOMA CITY Skirvin; SALT LAKE CITY Utah; SAN FRANCISCO Mark Hopkins; LOS ANGELES Ambassador.

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RESULT of three-year evolution, RCA exhibit presents bold, modern sweep in its design.

RCA No Longer Conventional

Three years ago, RCA took a look at its exhibits and found they did not reflect the company's progress, ideas and dreams. Over next three years, new image evolved. Today, RCA exhibits show a new modern "look"—use of cubic content of exhibit area helps.

By JAMES J. PHILLIPS

Administrator, Shows & Exhibits, Radio Corporation of America

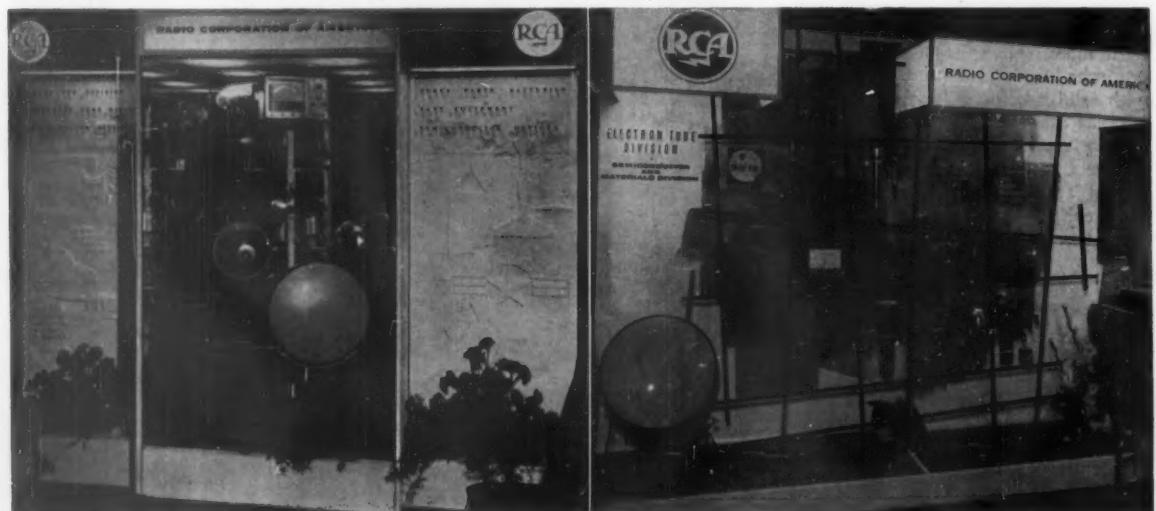
A TRADE SHOW EXHIBIT should enable a company to directly com-

municate its ideas, progress and even dreams to a specific public. Three

years ago, we felt that the RCA exhibits were falling short of this purpose; they did not possess the impact we felt they could.

We were anxious to give RCA exhibits a new, streamline "look" more in keeping with the tremendous advances we felt our company was achieving in electronics research and manufacture.

For years, RCA had been using a conventional, catalog type of display built to house various products and parts of the company. Pegboards and shelves were among the methods used for this purpose.



PANELS from 1957 exhibit, right, and 1958 exhibit, left, are re-used after opening at IRE Show.



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THE Cavalier VIRGINIA BEACH, VIRGINIA

Since an exhibit usually commands immediate recognition for a company, and is as personal as a logo or trademark, we had to initiate changes by degrees and extend them over a considerable period of time.

Working with Tom Byrne, Structural Display Company, Long Island City, N. Y., we set up a long-range program for RCA in which we could meet this exciting challenge without straining our budget or resources.

First real step in this direction was in the design of the 1957 exhibit at Institute of Radio Engineers Show. IRE Show is our largest and most important exhibit of the year. It might almost be called institutional since the unit depicts the RCA corporate image. In this show, several RCA divisions pool resources and exhibit together.

The administrator, shows and exhibits, at RCA is responsible for planning and producing the entire exhibit and integrating various divisions so that the total effect establishes a single identity.

Our requirements dictated an island type exhibit in this eight-booth area. This space, which was to be ours for three succeeding years, had many limitations. Two thick pillars were at either end of the 40-foot-long space. Moreover, show management, because of the size of the exhibit area, specified a five-foot aisle down the center of the location.

Structural Display built around the two interfering columns. It used this enclosed space for service areas for the working demonstrations set into the newly made walls. Designers transformed another liability into an asset by making the five-foot aisle part of a pre-determined traffic pattern for the exhibit.

Figures, to symbolize use of electronics in entertainment and industrial fields, were molded in bas-relief in originals and sculpture with superimposed wire designs. This abstract modern type design was a striking departure from conventional trade show exhibits.

An unusual rotunda design divided the area into five distinct parts for coordinating divisions and stressed audience participation wherever possible.

Hearty approval of RCA, combined with the heavy traffic this exhibit drew, convinced us that we were on the right track.

Following year's IRE exhibit followed the same pattern. It was a modern, island display with the light, airy look we were striving for.

We were ready, when this year's IRE Show rolled around, to "go the limit" and make this year's display the culmination of everything we had



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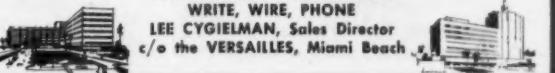
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been endeavoring to accomplish. This ambition seemed particularly apt in view of RCA's electronic discoveries on view for the first time at the show.

Structural Display designers produced an exciting looking exhibit with almost a world's fair look about it. Construction was kept open and inviting. Most important of all, the designers made complete use of the cubic area. We used three times as much copy and more than double the equipment than in any previous area the same size, and yet the appearance was wholly uncluttered.

► If the designers had not used the volumetric approach in this exhibit, we would have needed at least 150 feet more display area in which to tell the same story. Cubic-content type of exhibit afforded at least 50 feet of display wall built around the columns and supplied extra display areas for exciting new products shown for the first time at the show. In fact, there were four definitely marked display areas and four island displays within the exhibit itself.

More than 60% of the equipment shown operated in some fashion and several displays invited audience participation to prove superiority of products.

Entire 40 by 22 feet was crossed by two intersecting arches which supported a floating ceiling. This impressively beautiful "exhibit-architecture" was deliberately designed to give a feeling of intimacy in the high vaulted New York Coliseum.

Abstract representations skillfully using light, showed a flight leaving the earth, encircling the moon and spiraling back home again.

New RCA Nuvistor electronic tube was a real show-stopper as it dramatically and continually proved its performance characteristics before the viewer's eyes. Moving from a liquid immersion of 320° Fahrenheit below zero to a coil heated furnace 620° Fahrenheit above zero, the tube then withstood pressures 850 times its own weight.

An exact replica of the talking satellite device on which President Eisenhower's Christmas message was broadcast, occupied its own arena.

► A display which constantly drew crowds was the simultaneous showing of black-and-white and color pictures on the same television screen in a split screen technique, proving beyond a doubt the superiority and desirability of color television.

Because Structural Display designers employed the cubic content idea throughout, we were permitted a great deal of flexibility and could

place many displays in showcases-isolation. These had to be designed to allow for movement within the display and ample standing space around.

We have always used exhibits for more than one show, adapting display panels and interchanging them to fit space limitations of regional shows.

► Exhibit units at local IRE shows are dictated by available space. For example, at the West Coast IRE Show, show regulations do not permit any one company to have more than 20 feet in one area. There are also local IRE shows which require traveling units that can be set up instantly by one man.

Because of the manner in which the "core" exhibit was designed, we had units that were versatile and easy to re-employ.

Our new approach to exhibits was modified for the different markets and interests of show visitors. Visitors at Institute of Radio Engineers shows are design engineers and executives of companies looking for new developments or new uses which will help them in their own work. They will travel, perhaps hundreds of miles, to see something new. Because of the background of this audience and their expectancies, we felt, with Tom Byrne, that the level of sophistication of IRE exhibits should be high. As a result, unusual color combinations, such as bronze, gold and white, abstract designs and dramatic demonstrations were all employed.

Replacement market, which includes servicemen and industrial buyers, represents another specialized sales area. Electronic Parts Distributors Show at Conrad Hilton Hotel, Chicago, sets a 10-foot booth limitation. It would be virtually impossible to show all RCA products within this area. We have, therefore, kept to an institutional level and show only new items of special interest.

► Visitors to an Electronic Parts Distributors Show have different goals than IRE engineers. We try, through color and design, and display of profitable products, to appeal to these interests and meet the demands of these companies.

RCA's progression to the use of the cubic-content exhibit has enabled us to program for our many national and local shows more creatively and efficiently. It has also fulfilled our fundamental purpose in changing our exhibit concept: to properly convey the RCA corporate personality of scientific leadership and company well-being.

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THIS IS THE LINE at 3 p.m. on a Wednesday afternoon to see Builders Show House. It is main attraction. Other exhibits ring the house area. At peak, crowds waited two hours without complaint to visit house.

How Do They Do It in Harrisburg?

Three times that city's population of 92,000 attends its annual Builders Show. It's a space sell-out every year. Big problem: Get exhibitors to take less space. Rates are low, results high.

By ROBERT SIDMAN

BY WHATEVER STANDARDS you want to use, Central Pennsylvania Builders Show, Harrisburg, Pa., is an amazing, incredible public exhibition.

Attendance-wise it drew 306,000 in six days. As many as 80,000 attended in a single day.

Show is a sellout every year. This year 185 retail and service firms were on the floor. Show is housed in one of the largest exhibition halls in the nation, Pennsylvania Farm Show Building. It covered more than five acres, all under one roof, on one floor. Con-

servative estimates of the value of merchandise on display start at \$2-million.

Non-Harrisburgers are likely to call the city that produces these big statistics an in-between town. It is 100 miles from Philadelphia and 200 from Pittsburgh. It is 200 miles from New York, 75 miles from Baltimore and 100 from Washington.

It's the place the Pennsylvania Turnpike passes. Broadway Limited goes through it.

It is not exactly rural because 92,000 people live there. Also, it happens to be the capital city of Pennsylvania, but there is little of the big city in its way of life.

Yet, every year during first week in



TRADITIONALLY impressive exhibit at show is Glen-Gery Brick Co. booth. Exhibit was built on the spot in 10 days and nights.

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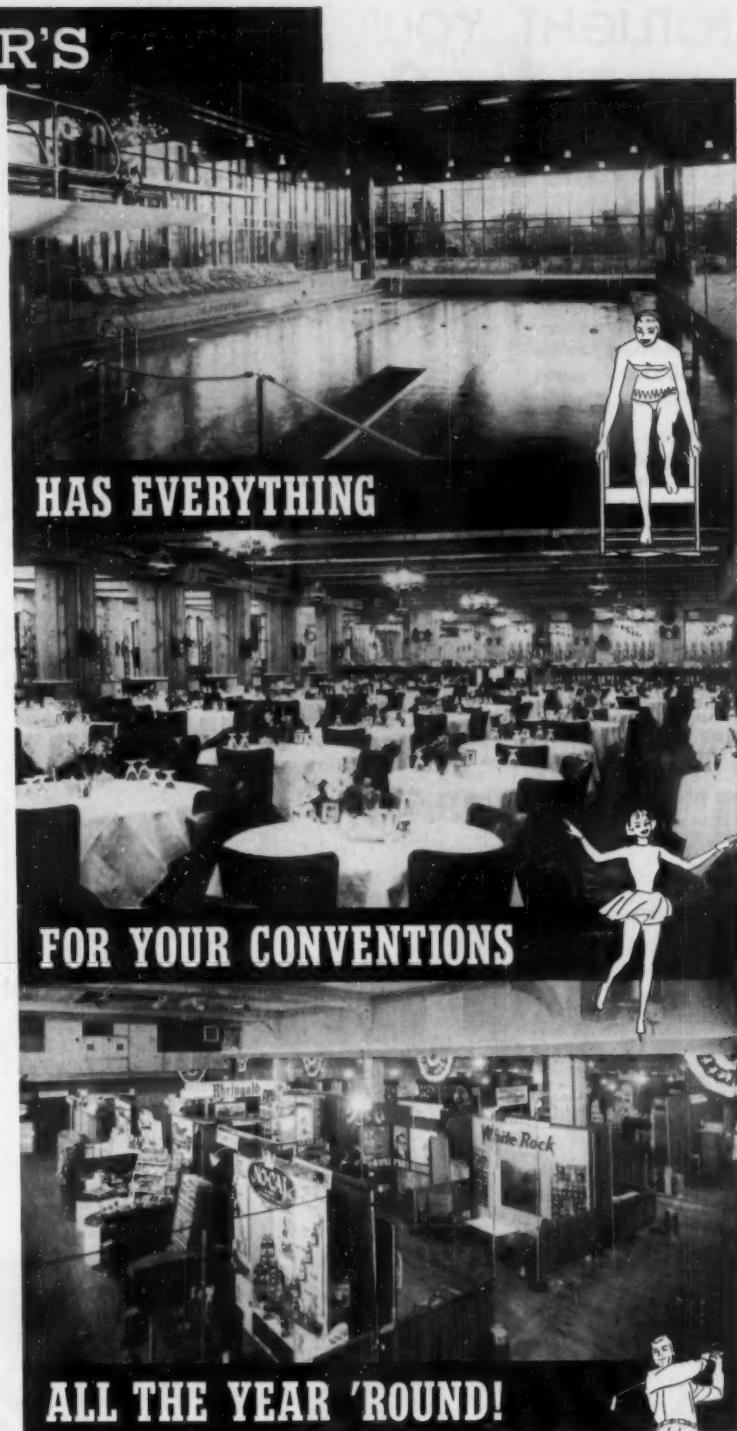
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Richmond 9-1091



March, Harrisburg is the scene of this show—like of which is seen only on rare occasions in the largest commercial centers of the world, and never at all in other towns of comparable size.

No one knows how much was written in total sales on the floor, but there are some significant scattered reports. An example is the water softener company that sold 14 installations ranging from \$125 to \$165 on opening day. Then there's the moving and storage firm that displayed an amphibious house trailer for advertising and promotional purposes. Five visitors insisted on buying it, although it was not for sale. They placed orders for duplicates at more than \$4,500 each, one paying cash in advance, others making substantial deposits. Also significant is the aluminum siding man who closed a \$1,100 sales from a cold start in 15 minutes without seeing the customer's house.

Facts and figures like these impress almost everyone, but not James L. Barren. He is secretary of Harrisburg Builders Exchange which has sponsored the show since its beginning in 1939.

"We've done better in the past than we did this year," he says. "We've had bigger crowds. We had 335,000 in 1956. Our average over the past 10 years has been 312,000. But 306,000 is a lot of people, at that."

He also takes a calm view of his sold-out show. "We've sold out every year for a long time," he says. "We didn't sell any more this year than we have before."

"Only way we can improve our space selling is to increase the number of exhibitors. Our layout gives us about 530 spaces. We had 185 exhibitors this year—that's a little more than we've ever had before. Next year, we hope to get a few more firms into the same number of space. That's really the only way we can grow."

Barren continually tries to talk his regular exhibitors into using less space. Every unit he can save in this manner can mean a potential new exhibitor.

Two questions determine any new exhibitor's chances of getting into the show: Have all reservations of last year's exhibitors been taken care of? Will this exhibitor's product increase the scope and attractiveness of the show?

In the '59 show, about 140 of 185 exhibitors were veterans of 1958 and previous years. Of the 45 newcomers, a rough survey indicates that most of them were pleased with their results and want to return in 1960.

Allowing for normal mortality, unless Barren can persuade some of his

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TEXACO



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These same yardsticks should determine your selection of an exhibit firm.

These are just a few of the prestige accounts we've been servicing over the years, with fresh, practical ideas for exhibits that sell.

Could this spot be reserved for your company? Perhaps your exhibiting program is due for a refreshing change. We'd welcome the opportunity of exploring it further with you.



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OVER 100 BRANCH OFFICES COAST TO COAST

Write for free booklet, "100 Suggestions for Convention and Trade Show Exhibitors," to:

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old-time exhibitors to cut down their space requirements, it looks as if there will be room for fewer than 35 newcomers in the 1960 show. Requests for 1960 space began coming in before the 1959 show was an hour old.

Experienced exhibition people will recognize in these results the workings of a fast, efficient, smooth organization. Their judgment is correct.

Force behind Central Pennsylvania Builders Show is Harrisburg Builders Exchange, an organization of about 430 individuals and firms in the building trades and allied fields.

the Jefferson hotel

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If you plan to hold a convention or sales meeting in Atlantic City, it will pay to investigate the facilities at the Jefferson. Atlantic City's leading moderately priced hotel, famous for its excellent cuisine and outstanding facilities, the Jefferson's completely trained convention staff is your assurance of a most successful meeting.

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- EXHIBIT SPACE of over 13,000 square feet.
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Jefferson Auditorium
Atlantic City's Newest & Finest
Completely Air Conditioned

Exchange was only a few months old in fall of 1938 when it began plans for a 1939 Builders Show to create an active demand for products and services of the building industry.

Pennsylvania's Department of Agriculture had built a huge exhibition hall and arena in Harrisburg a few years earlier for the permanent site of the State's annual farm show. Exchange went after state officials for permission to use part of the big building for its show. It had never been used for such commercial purposes before, but there was nowhere else to go. Luckily, contacts in the Capitol were good—and permission was granted.

Agreement gave the Exchange use of the smallest section of floor space in the main building which could be independently operated. Farm show commission took note of the fact that 1939 was not a boom year, exactly, and laid out the floor with a maximum of aisles and a minimum of booths.

Exchange wound up with 67 units, each 12 feet square, which were offered from 35 to 50 cents per square foot, depending on location. Forty-four exhibitors were persuaded to come into the show. Barren recalls that not all of the first year exhibitors

were intimately connected with the building industry. "We had our share of cabbage shredders and knife sharpeners," he admits, "but at least we got going. We dropped these non-related people as soon as we could in later years."

Admission was 25 cents for the first three shows, but every exhibitor was given an unlimited number of free tickets for his own distribution. And, as if that wasn't enough, Exchange bought paid ads in the Harrisburg newspapers and printed tickets in them. All anyone had to do to get in was to tear his ticket out of the paper and hand it in as he passed through the door.

"We didn't take in a total of \$1,000 in admissions in all our first three shows," Barren recalls. "But we did all right in the attendance department. Approximately 23,000 came to our first show, and we felt pretty good about it. Nobody in Harrisburg had ever seen that many people looking at lumber and brick before. Attendance jumped considerably in 1940 and 1941.

Then came World War II, and the Farm Show Building became an aircraft maintenance center. Builders Show couldn't get back in until

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March, 1949. That year, it took one-third of the space in the building, and drew an attendance of 94,000. No more free or paid tickets were permitted, however. Both Federal and city governments had levied taxes on paid admissions, and the tax had to be paid even if the show-goer had a pass. It was better to do away with the so-called charge for admission entirely, rather than endure the financial and administrative problem of paying taxes on passes. Since that time, there has never been a charge for admission to any part or activity of the show.

However, Barren reports that feeling is mounting within the exhibitor group for a return to the paid admission policy. It is not a large sentiment, he says, but large enough to require official recognition by the Exchange's show committee each year.

Proponents of paid admission point to the huge crowds that attend the show. "Who needs all these people?" they ask. "They're drifters, most of them, just rubbernecking around and making it hard for us to talk to bona fide prospects. People who really want to buy won't mind paying for the privilege of coming in and looking around. And the kids, grabbing for free handouts, novelties, giveaways!"

At this point, they lapse into incoherence.

Opponents have their points, too. "We've got a good thing going now," they say. "Why monkey with it? What if we do waste some printed material? And what if you do have to spend some time being polite to a non-customer while a hot prospect cools off? Who knows what a real customer or prospect is, anyway? It might be that kid who just grabbed a handful of your best seven cent brochures will be back 10 years from now with an order. Or his folks might be in tomorrow. You can't tell. Let's hang on to our big crowds and be grateful."

Chances are that no charge will be made for admission to the show for many years to come.

Where do all the people come from, and why? Sales were made at this year's show calling for delivery in almost every state and many foreign countries. Most sales are concentrated, however, in a radius of about 100 miles from Harrisburg. Barren attributes this to the pulling power of television and radio.

He spends about \$6,000 to advertise and promote attendance for each show. This is divided among newspapers and broadcasting stations in

Harrisburg as well as in nearby Lancaster, Carlisle and Lebanon.

Newspaper budget is minimal. Traditionally, the advertising manager of the Harrisburg newspapers is on the advertising and publicity committees. "This helps," Barren admits. "They come up with a special eight- to 12-page section on the show just before our opening. We generally buy one full page. Exhibitors buy about half the rest of the space. Remainder is all news and features on the show, exhibitors and exhibits."

One of the items which always pro-

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... a nationwide company that designs and builds exhibits around sales winning marketing concepts — within the agreed budget. 3 D clients get results as proven by the growing list of the country's major exhibitors who insist on the services of an account executive from 3 Dimensions.

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... FOR MEDIUM SIZED MEETINGS, up to 2500! Tulsa has that many downtown rooms, plus custom designed convention facilities, adequate public space for banquets, meetings and exhibits! Two turnpikes, 65 airline flights daily, bus and railroad center! And a professional bureau with the "know-how" to help you plan your most successful—and pleasant convention.

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The greatest number of guests to whom we can offer painstaking, personalized attention — the kind of service that has become The BALMORAL standard — is 400. So, please bear in mind that if your sales meeting will contain fewer than that number (from 40 to 400 members), there is no hotel, anywhere, that can serve you better than can The BALMORAL!

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At your disposal — complete facilities for meetings, banquets and between-meeting relaxation plus the imagination, experience and know-how to guarantee the complete success of your meeting.

For Complete Information
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All convention activities under one roof • Groups to 800 • American Plan • Ample meeting rooms, at no charge • Fabulous Beach and Tennis Club • Swim in heated, outdoor pool or ocean • Deep sea fishing • Dancing • Championship Golf Course, so closeby! • Racing, Jai Alai, Bullfights in nearby Mexico • Everything!

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Overlooking the Atlantic Ocean



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JUNE AND SEPTEMBER
1 Hour Drive to NEW YORK
or PHILADELPHIA
Write James J. Farrell Mgr
Same management as
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vides good newspaper copy and visitor interest is the now traditional Builders Show House—a completely built, equipped and furnished home for an average family of moderate income. Show House in 1959 for example, was a three-bedroom, one and one-half bathroom home with carport and swimming pool. It featured frame and sandstone construction, radiant heating, wall-to-wall carpeting, modern electric kitchen, washer and dryer in the utility room, and was designed to sell (without swimming pool) for about \$13,000.

Fact is that the house did sell for \$13,000. At the close of the show, it was dismantled, trucked some five miles away, and put together on its permanent hilltop site. A Harrisburg family bought it prior to the show and lives in it today.

Meanwhile, a steady stream of visitors, drawn by this one attraction, passed through at an average of one every seven seconds. Within the week, 50,000 visitors had gone through the house.

► Barren attributes much of the local attendance to newspaper-radio-TV coverage, but he feels that almost all visitors from beyond a 15-mile radius come as the result of his TV coverage.

"We get it in two ways," he explains. "We buy and pay for our coverage in cash. This gives us a strong schedule of spot announcements, from eight seconds to full minutes, starting 10 days before opening, and running into our closing day. Also, stations recognize that we are legitimate news to their audiences, and they cover us completely as a public service feature. For instance, two TV stations and two radio stations put a minimum of 30 hours on the air directly from the show this year. Some of this was regularly scheduled programming — news and weather programs, disc jockeys, etc. But more than a third of it was on the show itself. These stations not only promoted the show enormously, but they bought and paid for their space as exhibitors, and underwent substantial mechanical and technical expenses to do it."

No one has ever yet made a detailed study of the economics of this show. If anyone ever gets around to it, it should be very interesting. Conservative estimate of the set-up time of the 185 exhibits in the 1959 Show (not including the construction of the Builders Show House) runs beyond 5,000 man-days, 40,000 man-hours. Loading dock people figure more than 2,500 vehicles are used to bring the show in and set it up.

Exhibitors contract for space, only.

When they arrive, they find their space chalked off on the floor. Management does not furnish dividers or back drops. Services must be specifically requested and paid for by the exhibitor.

Ten days are allowed for moving in and setting up. Moving out is done in three days. Rule against starting to break up before 8 a.m. the day after closing is strictly enforced. Floor is cleared completely after closing hour on the last day. Not even exhibitors are permitted to remain on the premises. During the show no one is allowed to take out anything bigger than brief cases and sample books. This results in maintaining the pace of the show right up to the closing minute, Barren says.

► Finding new exhibitors is no big problem, but Barren works at it anyway. His biggest job is to convince sales and advertising executives who have never seen the show that it is big and productive. "They have the idea you can't put on a show like this anywhere except in New York or Chicago," he sighs. "It's frustrating."

Nevertheless, most exhibitors who display nationally advertised merchandise get substantial help from the manufacturers they represent. Roster of products on display indicates that Barren's missionary work has been well done.

Each year's show takes form in much the same way. In mid-September, Exchange holds its annual meeting. Shortly thereafter, new officers and show committee sit down to make their plans. Space rates are settled—they were \$1 to \$2 per square foot for 1959, and will probably go up a little for 1960—and the new brochure is approved.

In mid-November, brochures and contracts go to all previous exhibitors. They are allowed 30 days to decide whether they want the same space, more, less or none at all. Each renewal carries a rate discount. Two-year exhibitors pay only 80% of the established rate for their space. It's 70% for the third consecutive year, and so on until the exhibitor gets a 50% discount for his fifth straight year.

Lapse of one year sends even the veteran exhibitor back to the 100% bracket. This is why few exhibitors fail to reappear year after year. Be-



rooms, whether you saddle up 10 or 400 men. Closed circuit TV is available and chow's always on time. Guest rooms? Spacious—with king size beds! Next midwest sales meeting, corral your travelin' men at the Marott—then watch 'em start gunning for orders!

Free parking in two areas on hotel premises.
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Write for DATES and colorful literature.
Groups Invited May Through October.



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MAY 15, 1959

in CHICAGO



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meets the space, facilities and budget needs
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Well within your reach, the extensive facilities of Chicago's famous Sheraton-Blackstone Hotel. If you've settled for less, in the past, you owe it to your next meeting or convention to check costs and availabilities here. You'll see why, every year, the Sheraton-Blackstone is the site for so many meetings of all types and sizes, big-and-low budgets. For full information contact Dick Davis, Sales Manager.

- 12 function rooms, capacity 18 to 1,000 • Convenient Loop location • Helicopter service from airports—16 minutes to the Sheraton-Blackstone via Meigs Field
- Entire hotel air-conditioned for your comfort.

SHERATON BLACKSTONE HOTEL

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Michigan Avenue at Balboa • Douglass M. Boone, Gen. Mgr.

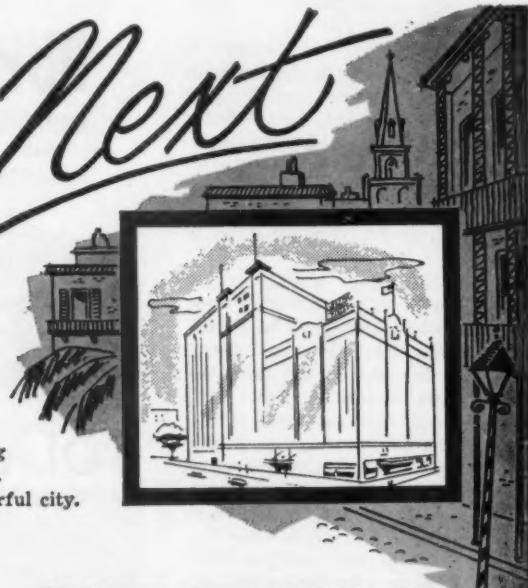
New Orleans

... and of course

The JUNG^{hotel}

The incomparable Jung ... largest and finest convention hotel in the South. 1100 guest rooms, 10 outstanding meeting rooms including the Tulane Room (stage, service elevator). Delightful guest rooms and service in America's most colorful city.

	FOR BANQUETS	MEETINGS
Tulane Room	1,000	1,400
Green Room	200	250
Tulane and Green Room	1,200	1,650
Map Room	100	125
Map Room	60	75
Plantation Room	80	100
Rouge Rooms	80	100
Audubon Room	40	50
Old New Orleans	35	50



OFFICES

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Chicago	MOhawk 4-5100
Miami	PLaza 4-1667

Completely air conditioned—TV and radios

Fabulous Charcoal Room—Comfortable Cocktail Lounge

tween 80% and 90% of the show is sold in the first 30 days to renewing exhibitors.

Shortly before Christmas, a mailing goes out to announce the availability of the remaining space. This goes to about 3,000 prospects. From this point on, it's first come, first served. Show is normally sold out by Feb. 1.

While Barren spearheads the whole operation, he is surrounded and aided by an able staff. Show committee members are semi-pro's. Barren's assistant and secretary handle detail work, mailings, billings, contract files and a thousand other matters.

A canny little 88-year-old Scotsman, Robert Miller, completes the operating staff. Spry, hale and incredibly tireless, the little man has been show manager for every show since 1940. During the 1958 show, he announced he was retiring. Exhibitors and management gave him a hand-

some leather reclining chair as a parting gift. But no one was really surprised to find Miller back on the job again this year. And no one really believes he won't be on hand again in 1960.

Barren feels the loyalty of his exhibitors is as important as the loyalty of his associates. "Essentially, this is an exhibitor's show," he says. "People come because it's a beautiful and exciting thing to look at. They buy because exhibitors are right there, pitching hard from start to closing. All we do is give them a place to sell and a buying public."

An exhibit director of a large household appliance firm whose products were on sale in three different exhibitors' booths in the 1959 show says, "When we go into a consumers show, we're after sales and exposure. I don't know anywhere we can get so much for so little as we can in Harrisburg."

Two New Films for Meeting

TWO FILMS, a comedy and a how-to-do-it, have been released for industry.

"Herman Holds A Sales Meeting," the comedy, is intended to pep up sluggish meetings. It spoofs everything from expense accounts to sales meetings. Herman J. Flounder, III, Flounder Foundry sales manager, gives his annual pep talk, rally or whatever you want to call it. He lays down the law. Through flashbacks during his talk, Flounder is seen in all the situations he tries to eliminate at his meeting. Assisted by his able secretary, Miss VaVa Voom, he is shown in scrapes with wine, women and over-loaded expense accounts. Nine-minute 16mm-film features sound and color. It is available on a \$50 per day basis from Rudy Swanson Productions, 1616 Lehmann Lane, Appleton, Wis.

"Group Brainstorming" is designed primarily for management. Producers feel that brainstorming is a terrific method to get ideas from salesmen who don't express themselves at meetings or conventions. Method is successful because salesman can release his inhibitions. He will mention an idea—good or bad—without bothering to think of possible consequences, such as ridicule for a bad idea. Film shows leader all the advantages of brainstorming, how it works, how to set up a session and results that can be obtained. It is part of a kit. Kit includes 60-frame filmstrip in color, 14-minute recording and an instruction guide. Whole works can be obtained for \$25 from Marketing Communications, 45 W. 45th St., New York 36, N. Y.

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... thoughtful comfort from the moment of welcome to time for leave-taking

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... 196 guest rooms in addition to comfortable quarters for 172 persons in dormitory rooms

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... guided tours of historic West Point. Sports and recreational activities nearby.

For rates and information write to Joseph E. Kosakowski, Manager

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HOTEL
THAYER**
WEST POINT, NEW YORK



FINAL CHECK before shipping exhibit to show. Everything works perfectly.



THIS KIND of activity was noted at the exhibit all through the show.

Drama of Diorama— To 'Outshow' the Giants

North Electric Co. selects diorama to compete against "giants" for attention and to tell its systems story with impact. Idea turned down at first but catches on at brainstorming session.

By WILLIAM D. WILSON
Director of Advertising, North Electric Co.

THOUSANDS OF SMALL to medium-sized industrial firms are plagued by the growing enigma of "outshowing" trade exhibits of bigger, more famous, space-happy and fatter-budgeting corporations.

Not only is this common concern to the average company, but there often may be these trade-show-associated preparation problems to overcome:

1. Indecision — "We've plenty of time; Project Ajax is more important and comes first."

2. Seeking autographs for multi-divisional approval—"You mean I have to pay \$3,000 for just four lines of copy and display of only two of my products compared to everything T-Division is getting?"

3. Selling engineers on a creative graphic approach rather than one based on a "nuts and bolts" theme—"We've got to show a working electronbosis complete with 236 push-buttons, all doing something. Yes, even if it is one-and-a-half stories tall!" And we still must combine this graphic approach with vital technical representation to hold interest and sell a highly technical audience.

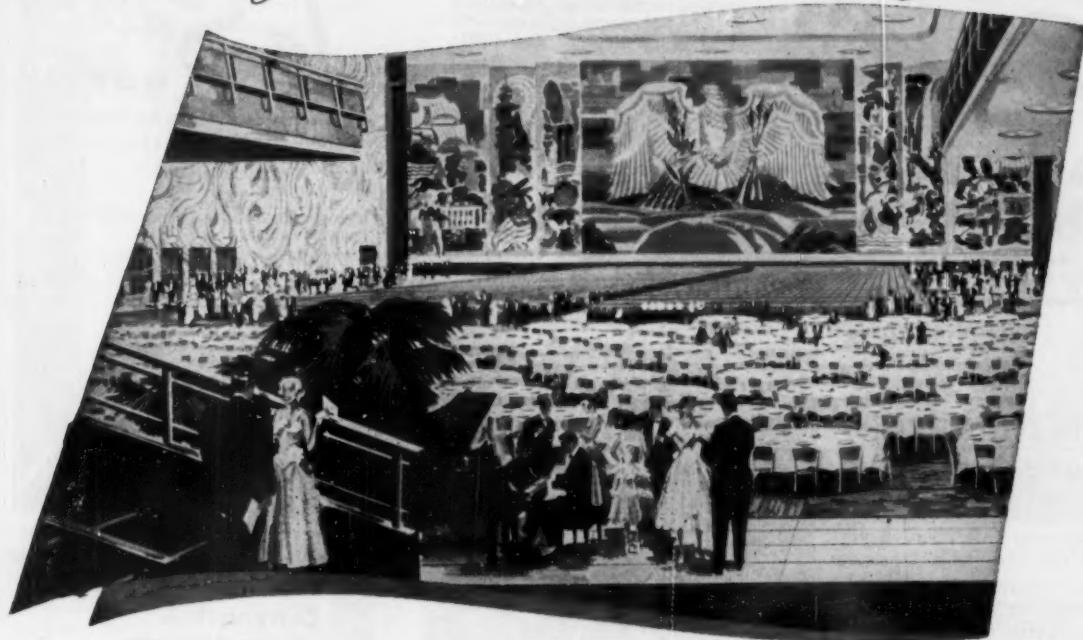
So you've got problems, too! Opening day of this year's earliest, largest and most-important-to-us electronics trade show was fast approaching. Though a pioneer and leader in the field of telecommunications, my company, to most in the expansive field of electronics, was primarily identified as a manufacturer of components.

Our usual static display was definitely out. A fresh corporate image had to be created to overcome existing misconceptions and to dramatically reveal long-established, yet little publicized, system capabilities. Our design, engineering and productive know-how to devise complex automatic control and switching systems for America's top corporations, OEM's, utilities and defense agencies had to be dramatically and effectively sold to the trade.

With less than two months to go until Institute of Radio Engineers Show, and after grinding out various ideas to best accomplish objectives, I approached divisional and sales management with an idea that I felt would do the job most effectively. To back it up, our company artist roughed up a line drawing to visualize this approach. No sale!

Shortly thereafter, a staff meeting was called by William Tucker, North's president, who heard that THE idea had not yet jelled. Both divisional

*the Convention
they'll talk about for years!*



SHERATON HALL

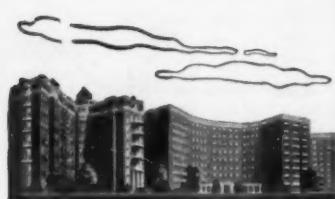
Largest ballroom in Washington's largest hotel

Every detail of the Sheraton-Park Hotel contributes to the one big effect you want . . . a successful, stimulating, result-getting sales meeting or banquet!

Sheraton Hall, the Sheraton-Park's new ballroom, can accommodate 2,000 for dinner or 3,000 for a meeting. The acoustics are perfect, closed circuit TV facilities are available, and there are 16,000 sq. ft. of exhibit space directly below the ballroom connected by an escalator. Seven additional function rooms accommodate from 50 to 400 people.

Between meetings, your members can enjoy all the relaxing pleasures of a resort hotel. The Sheraton-Park's 16 landscaped acres include an outdoor swimming pool, four tennis courts and a private train to take your guests around the grounds. All 1,200 rooms are air conditioned and have radio and TV. Three fine restaurants offer excellent dining at reasonable prices . . . there are also two delightful cocktail lounges for meeting and entertaining your associates. And you and your members are only ten minutes from the heart of the nation's Capital, in downtown Washington.

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- 400 guest rooms—many air-conditioned
- 12 acres of beautiful grounds featuring Olympic Swimming Pool, 18-hole putting green, Free Parking
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- Superb cuisine
- Nightly entertainment

Information and literature on request:
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22 SUITES •
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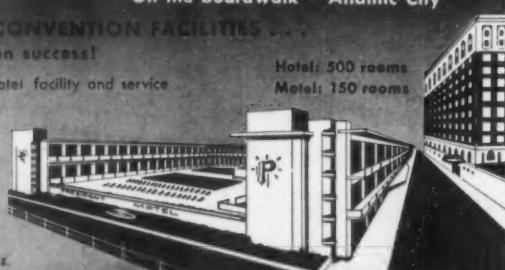
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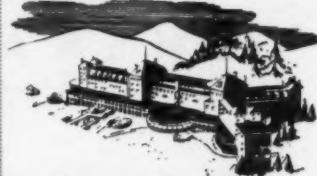
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heads and their sales, engineering and promotion executives were in attendance together with Robert Thompson, a Chicago design consultant.

A few hours of brain-storming found us no nearer a solution—though progress was being made. We seemed to always channel back to how to best display our system concepts. Time was ripe for introduction of the rough sketch of my unsold idea—a map diorama-type display on which would appear in animated model form a representative number of our outstanding control and communication systems. (Few present had been exposed to this idea or layout.)

The idea caught on! Tucker liked it. Thompson liked it. So did others. We tore it apart—attacked it from all sides. It held up. The diorama was unanimously approved as our display vehicle.

On Thompson's recommendation, General Exhibits & Displays, Inc., Chicago, was engaged to execute the display. A week later, we viewed comps and after several changes (one being to eliminate a movie or slide projector with screen behind the map) the layouts were approved on Feb. 11, five weeks before show-time.

A few trips to Chicago helped expedite approval of a miniature clay model and life-size cardboard and wood mock-up of the map element. Animation and mechanics were approved a week later. Narration timed with action still later, and then final approval on March 9. To meet the close deadline, the map itself and system models were farmed out to Chicago's Dick Rush Studios. Animation was placed in the hands of Charley Diedrich, General Exhibits. Stan Fairweather, the display firm's president, also took a personal and active interest in the project. Minor problems arose, of course. Animation proved to be more complex than originally anticipated, but the shipping schedule was met for our move-in day, 72 hours before the show.

A true "stopper" and yet in the finest of taste, the display's decor was kept to three basic colors—midnight blue (back wall and seat cushions), white (canopy, copy, design elements, seating, side rails, product captions and Ericofon telephones) and natural mahogany (canopy and side rail trim, shelf for Ericofons, map frame, caption holders and product shelves). All legs and other metal pieces such as sunken ash trays and planter are in a brushed aluminum finish. A salt and pepper carpet sets off the entire unit.

Seating was built in the left side rail. Movable shelving is on the right rail for product display. A free cart-type rack was provided for adequate

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literature support. The map was still the eye-catcher — greens, grays and blue predominate with touches of red and yellow plus other compatible and attractive colors on the animated system models.

I don't believe a written description of the animation will do it justice. Never, to my or General Exhibit's knowledge, has lighting and motion been used as effectively and attractively in a 20-foot trade display. Rotating radar screens scan the skies, micro-wave towers blink sky-high, cascading water falls (lights), TV camera pans, pipelines flow (lights), consoles are brightly lighted, car and conveyor move, North plant shines brightly—and the climax: four gigantic missiles rise from camouflaged underground sites. They are all sequentially timed with a little over four-minute system narration heard over eight pure-white Ericofons (or by a hidden speaker system) and complete with integrated missile blasts and other dramatic sound effects. Gentlemen, we truly captivated our audience! We attracted and held the largest crowds of any exhibitor in the show.

And on the backwall, stars twinkle constantly, strobe radar beams flash, a plane blasts from the sky, and finally, in time with rising missiles, a brilliant strobe blasts as a missile takes off and soars off into the

wild blue yonder. It wouldn't be fair to reveal how all this was so effectively created, but it is truly a sight to behold — a story to hear!

► You might well think this a monster to set up. It was assembled and working in exactly four hours. We'll beat this by nearly an hour from now on. Map section, after connecting several cables, assembles in three pieces — all sliding out of custom crates. Walls, rails and other sections pack neatly in several other crates. Unit dismantles just as easily.

Was it worth it? To quote President Tucker: "The display did everything a display should do."

Once, when I was elbowing my way by the product shelves, I overheard one of our engineers discussing with an important engineering executive from one of the best-known electronic giants the probability of a million-dollar order per year for one of our new switching modules. As to actual dollar sales, it's a bit early, but I'll be glad to report in a few months to anyone interested. (You rarely close a sale for a complete system overnight.) I am certain that many thousand corporate executives, scientists, engineers and purchasers now possibly for the first time are well acquainted with North Electric electronics system capabilities. ♦



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"I'm making a survey. How much of his exhibit will end up in your gameroom?"



SPANKING NEW Las Vegas Convention Center is less than half mile from hotels on the Strip.

Aviation's Big, New Convention

First World Congress of Flight put on in less than six months from announcement. Goes into new hall and comes out with flying colors. One of most complex meetings and shows ever staged.

BLACK DOT DROPPED out of the cloudless sky and streaked across the desert sand. Its wake jarred the crowd, not 100 feet away, with the supersonic boom! boom! as the jet veered straight up. In seconds it was a black dot again.

Those in the temporary stands, and on the sands in front of them, held their ears as highballing jet planes ripped the quiet and rushed on toward surrounding mountains. Jet trails criss-crossed the sky as planes—in twos, threes, fours, even nines—zoomed and dived with eye-popping precision. Bombs lofted away from giant planes and their pink trails arced gracefully to their targets. Fire bombs raised black clouds on the desert floor. Flash explosions competed with the brilliant Nevada sun, and won. Just about every flying machine in the U. S. arsenal stunted across the sky—dropped bombs, fired rockets, raced madly in pursuit of the "enemy."

And this was the sideshow!

Main event was 50 miles away. It was the First World Congress of Flight—housed in the brand new Las Vegas Convention Center and two outdoor areas. It brought together over 5,000 top civilian and military aviation experts.

Without question, World Congress of Flight was one of the most complex events ever staged—and it was put together in less than six months.

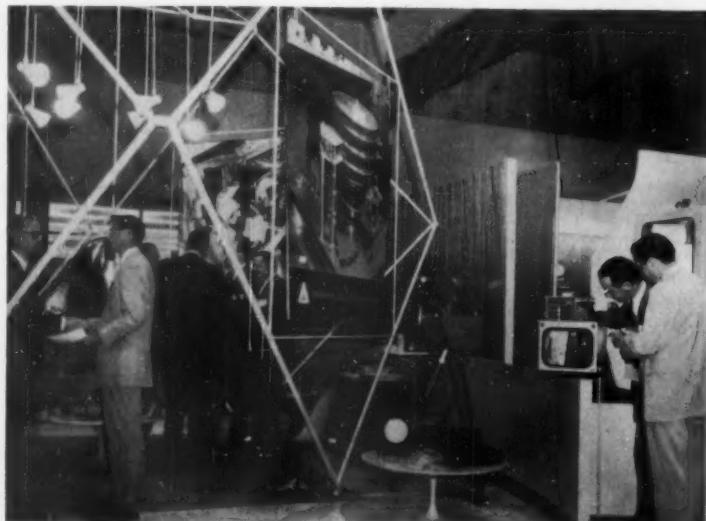
All the odds were against a success for this conclave and show:

1. There were exactly five months and two weeks between the announcement and the event itself.

2. It was a "first" and hence something to watch rather than something in which to participate.

3. It was scheduled for Las Vegas, a city that has no long reputation for giant events.

4. It was slated to go into a brand new convention and exposition hall—with all the misgivings this produces.



GEOMETRIC FIGURE was formed by metal poles in Thompson Ramo Wooldridge Inc. exhibit. Dage Division of company featured TV system.



EXPOSITION HALL to right of rotunda has separate entrance in addition to entrance through main lobby.

5. It was international in scope and required negotiation with foreign governments.

6. It required large seating capacity — minimum of 5,000 — and large exhibit area — for over 200 exhibitors — and large nearby outdoor exhibit areas, plus extensive airport facilities.

7. It required coordination of six associations with the sponsoring group, plus over 40 participating group sessions.

8. It had to have extensive volunteer pool for all manner of services.

9. It had to have a community that was willing to "stand on its head" if need be to aid the project.

World Congress of Flight got all the things it needed and solved all problems, albeit some revolutionary steps to reach the goal. "It could only happen in Las Vegas," says Ralph V. Whitener, managing director, World Congress of Flight, sponsored by Air Force Assn.

► Air Force Assn. normally holds a national convention and show in Sep-

tember. Executives of the group thought that United States should be site of an international meeting and exposition to mark the break-through into jet transport by major airlines around the world. They envisaged an exposition to feature products

rather than institutional exhibits for companies. They saw a show that included transport planes, private planes, military craft and all the myriad products that keep them in the air or make them safer and comfortable to operate.



EXHIBITS of GM divisions were integrated into over-all design.



WESTINGHOUSE seemed to use less imagination for its exhibit than usual. Parts of its exhibit have been used around the country more than five years.

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John Leishman,

Convention Mgr.

Originally, biggest problem was to find a site for this event. Las Vegas won hands down. It is the only spot in the country with outdoor areas large enough to display aircraft next door to an exposition hall and with an adjacent area from which aircraft can operate. Also it is a short drive to an airport that can accommodate jet aircraft (McCarran Field with its 10,000 ft. runway). And in addition, it is 50 miles away from Nellis Air Force Gunnery Range where military aircraft performance and firepower can be demonstrated with safety.

Three exhibit areas were laid out. Andrews, Bartlett and Associates, Inc., professional show management, started with something less than scratch to put the show together. There were few trained people available to put the show together in Las Vegas. The hall was new and not complete when show management moved in. Fortunately, Las Vegas brought Kenneth Watson, former manager, Chicago Coliseum, out of retirement to act as consultant on hall operations.

Harold Bartlett, of Andrews-Bartlett, negotiated with building trades unions for labor. Prices were high—building is booming in Las Vegas—but he arranged a deal that eliminated any chances of jurisdictional disputes. Next he tackled the outdoor exhibit areas.

Between Joe W. Brown Stadium (a race track) and Convention Center was a big area for outdoor exhibits. This area had to be fenced in and laid out with lights, PA system and electrical facilities for exhibits. This area was designed to handle small aircraft and military rocket exhibits. (Latter included an Atlas missile through which you could walk and a Thor.) Race track stadium served as grandstand for demonstration of light planes. To use the track for a runway, fences had to be removed along the judges' stand and some quarter poles. Then the whole thing had to be graded.

Meanwhile, back at McCarran Field, other problems existed to make it an outdoor exhibit area for big planes—the biggest. An area near a hangar to be prepared to handle large planes. Area had to be fenced (6,000 ft. of fence were used for outdoor exhibits). Portable toilet facilities had to be installed.

Before the show opened, dozens of "deals" were made and assistance lent to make the event possible. Mobile Homes Manufacturers Assn., through its local member, provided trailers for use of exhibitors at McCarran Field. These trailers were part of the exhibitors' "package." Another part of the

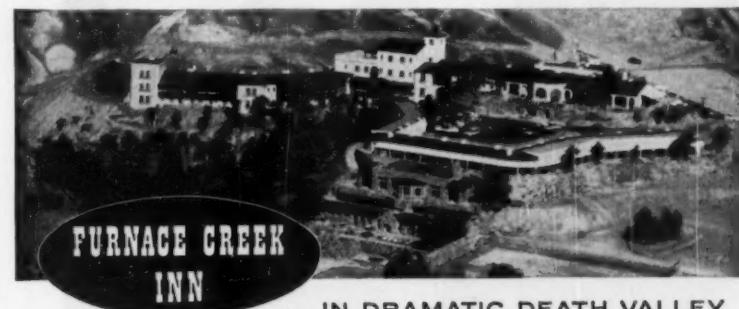
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Alvarado Hotel, Albuquerque, N. M. Accommodations for groups up to 150 all year. Write Manager, Raymond W. Williams. Phone CHagel 7-0711. Teletype: AQ 62.

Furnace Creek Inn, Death Valley National Monument, California. Accommodations for groups up to 175 November 1 to May 1. Write Manager,

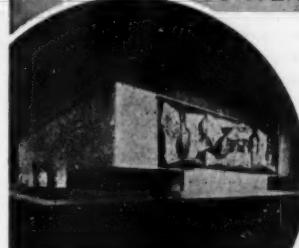
Fred W. Witteborg, or Fred Harvey Reservations Office, 530 W. 6th Street, Los Angeles 14, California. Phone: MADison 7-8048. Teletype: LA 1465.

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Or Contact: Monte S. Gordon, Fred Harvey, 530 W. 6th Street, Los Angeles, Calif. Phone: MADison 7-8048. Teletype: LA 1465.



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package was a sign — which presented a problem. Experiments had to be run to discover what kind of a sign could be used on a windy airfield and still stand up.

To jockey around huge jet transport planes (DC-8, 707, for instance) special tugs had to be brought to McCarran. To assist, Clark Equipment Co. made them available.

Back at the hall, workmen were busy with final installations (permanent auditorium seats, sound system) and decorations. Right up until the show opened, painters were still at

work and so were carpet men. Carpet, incidentally, covers the perimeter hallway and stairs of the auditorium in soft luxury.

Problems arose in bunches, says Whitener. "First three months, biggest problem was to convince people that Las Vegas was the place to hold this Congress." After they had seen the facilities, this problem disappeared, he says. Then coordination problems arose. Over 40 organizations planned some type of meeting in conjunction with the Congress, and they had to be fitted into major plans. Two

months before the event, National Broadcasting Co. asked if it could televise an hour-long program to be sponsored by General Motors Corp. In return for this opportunity, GM had two large closed-circuit projectors installed in the auditorium to show remote pickups during the conference proceedings. Some 80 NBC technicians, including crew from KRCA, worked at this meeting.

► The nation's press—about 300 strong — received royal treatment. Three large meeting rooms in Convention Center were turned over to the press. One room was fitted with 50 typewriters and telephones. Another was a hospitality suite (free bar service and soft drinks, courtesy Chance-Vought Aircraft, Inc.). Air Force Assn. public relations personnel as well as military public information officers were on hand to answer questions and supply reams of press releases on all events.

Everything had to be done in big proportions. Some 4,500 hotel rooms were required. Over 1,800 exhibit personnel alone had to be housed. Advance registration went over the 4,000 mark.

"Beauty of Las Vegas," says White-

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Phoenix, Arizona

ner, "is that a problem here lasts just five minutes." He explains with an illustration of transportation. There weren't enough buses to move 5,000 delegates from the auditorium out to Nellis Gunnery Range to see the demonstrations. What did the city do? It closed all the schools for a day and had teachers drive their own cars out to the range and back with delegates. Teachers were delighted to volunteer, and of course, the children just loved the opportunity. "This is the sort of thing we get out here," says Whitener as he flips a dial on a two-way radio set.

► Throughout the meeting, radios were important. Whitener had a two-way radio in his car—supplied by Civil Air Patrol—as well as a paging unit on his belt. His belt unit operated while he was in the building. "With this spread-out operation, we'd be lost without constant communications," he says.

All key people had pager radio units and 10 two-way radios were in use for the Congress. Some 13 committees (125 people) were involved with plans for this event. To keep track of them, you had a major problem.

While Whitener shoved through

operation plans, James H. Straubel, director, worked on the meeting sessions. They included speakers from around the world—top people in the field of planes and missiles.

Program was divided into segments. An airline executive found one part of the program of special interest, while a private pilot had some sessions that affected him more directly. Military men had their part, too.

► Special attention was given to exhibitors with a novel arrangement. Each exhibitor was given time to con-

duct a briefing session about his products. Special meeting rooms were set aside around the exhibition hall for these sessions. Briefing sessions, usually conducted by a top man in the company, were in addition to the informal conversations in the exhibit areas, of course.

Exhibits, generally, were outstanding. For the first time in any show—other than its own—General Motors Corp. combined some of its major divisions: AC Spark Plugs, AC Electronics, Allison, Saginaw, Delco-Remy. Unified design of exhibits of GM divi-

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hold all your exhibits on one floor...at the

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sions gave impact without their being overbearing. GM showed its heat engine (satellite power plant) for first time. The engine actually operated part of the mobile on which it was mounted.

Sperry Gyroscope Co. and Remington-Rand Univac joined "hands" to exhibit. Each division had one side of an island display.

Large part of General Electric's exhibit was designed as an office. The approximately 20 ft. by 30 ft. area was divided into three conference rooms and a reception area. This left plenty of the total 4,000 sq. ft. for G-E divisions to show products.

Westinghouse Electric Corp. dug deep to come up with attractions for its booth. An "oomphometer" to measure your "oomph" was resurrected, as was a foot vibrator. The former has been around for more than five years — probably closer to 10. Westinghouse paraballoons antenna — huge revolving sphere with outline of continents painted on it—served as theme center of the show.

Actually, Douglas Aircraft Co., Inc., with its circular, revolving model of a DC-8 and smaller models of planes of airline customers, attracted more attention and was a more effective "theme center."

Prominent throughout the show floor were fluorescent-colored pith helmets, given away by Radian Color Co. to promote use of fluorescent paints on aircraft. Hats cost the company about \$1 each. It distributed them in small batches until its supply of 1,000 was used. As soon as hats arrived at the booth, long lines formed to get them. Most visitors waited in vain. The small booth couldn't hold more than a few dozen helmets at a time.

► Because stage shows at Las Vegas hotels are prime attractions, and to insure that Congress delegates had a chance to see them all, a special desk was installed at the auditorium. Behind each of 11 telephones at the desk were representatives of 11 hotels who took show reservations and phoned them directly to hotels.

Registration desks for delegates were manned under the direction of the Convention Bureau. Desmond Kelly, bureau manager, was kept hopping. The bureau's quarters are designed into the new hall. However, they were not completed in time for the Congress and he had to operate between old offices and the hall. Fortunately, the city's News Bureau could move into its new quarters in Convention Center in time to be in operation for the Congress. Its photo lab facilities received a real workout—day and

night—during the hectic week of the Congress.

Cadets of Civil Air Patrol and Explorer Scouts volunteered their services as messengers. In addition, electric golf carts scooted around the auditorium with key personnel.

► If there was scurrying on the inside, there was plenty moving on the outside, too. General Motors made 25 brand new Oldsmobiles available to the Congress for a VIP motor pool. VIPs, when registered, were given pink badges which entitled them to chauffeur service.

Some of the sidelights you seldom hear about a show: Andrews-Bartlett hired some master sergeants who were on leave to supervise workmen on outdoor exhibits. When workmen gave up at about 11 p.m. Saturday night, after putting in a full day from early morning, new recruits were enlisted outside a Negro church as a nighttime service ended. Auditorium's ground-floor seats were not in place for the opening session until 4 a.m. of the first morning of the meeting.

► Difficulties to arrange outdoor exhibits of planes simultaneously with indoor exhibits of products are not exactly new to Andrews-Bartlett and so the smooth operation was no surprise to the Air Force Assn. Andrews-Bartlett handled the first air show in 1957 and all those that followed. For the recent show, it divided outdoor space into plots of 50 ft. by 100 ft. for small craft and 100 ft. by 100 ft. for the "big birds."

Buses circulated between auditorium, hotels and McCarran Field, so that visitors could see everything quickly—or as quickly as you can see over 200 exhibits (which includes walking through new jet transports). Buses picked up delegates without charge and ran on frequent schedules.

According to present plans, World Congress of Flight will be a biennial event—and in Las Vegas. Its new hall with giant movable walls and well-designed meeting rooms—in addition to 7,500-seat auditorium—are ideal for the Congress, says Whitener.

► To exhibitors, one of the biggest surprises of the show was the ease with which they moved in. Even the most complicated exhibits seemed to be up ahead of schedule. To Harold Bartlett, it was no surprise. "All you need to set up a show is a lot of hands. We rounded up plenty of labor. That's all we needed."

There were two giveaways at the show in deference to Las Vegas. Fairchild Engine and Airplane Corp. gave away string ties to VIPs (the press,

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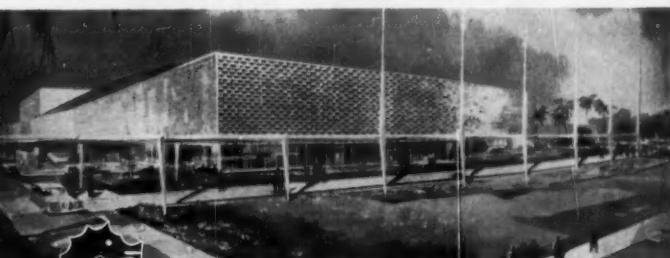
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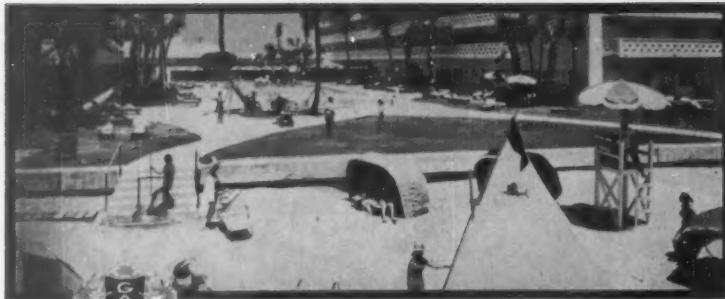
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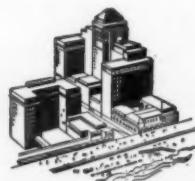


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too). This tie with figure of Pegasus on the slide, was the pass into Fairchild's hospitality suite. Another give-away: poker chips in red, white or

blue. These plastic chips — not too popular — were given away at the booth by Mechanical Division, General Mills, Inc. ♦

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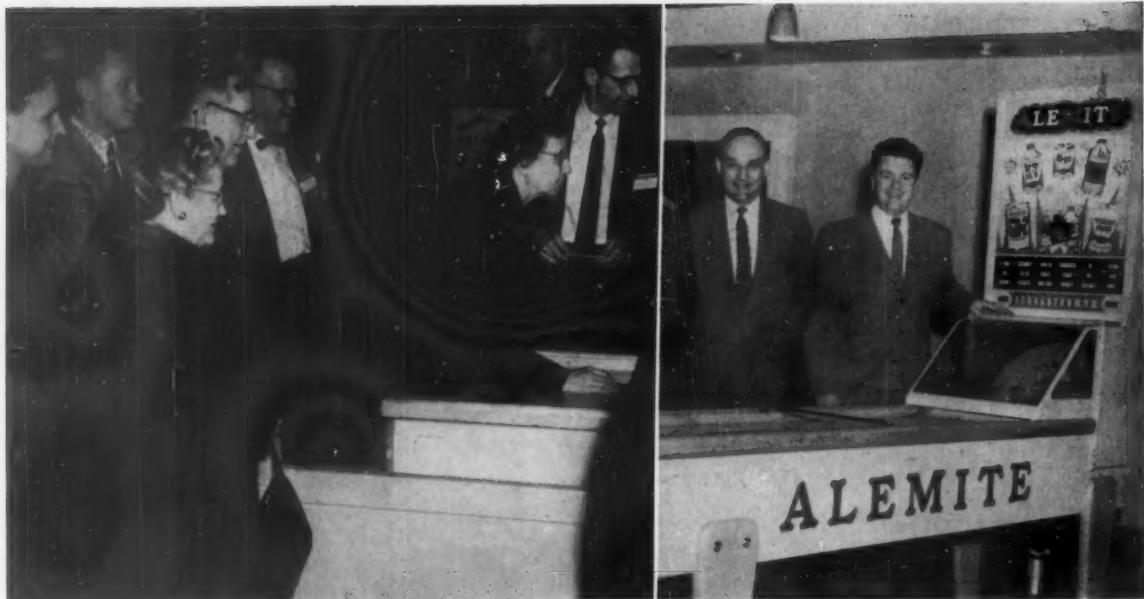
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TO CAPTURE CROWDS, Alemite uses pin-ball machine. Far right, John P. Harrington, manager, Petroleum Products and Chemicals, with his assistant, Dan Martison, and the "stopper".

Alemite 'Stopper' Goes Great (grease) Guns

Refitted pin-ball machine used to snare show traffic. Product pictures worked into game. Handles 60 players an hour. Players must register. Pleased with results; plan to use locally.

"IF WE CAN'T STOP 'EM, we can't sell 'em!"

On this predication, executives at Alemite Marketing Division, Stewart-Warner Corp., Chicago, went ahead to work out the scheme designed to snare passersby with tired feet and mild interests in lubricating lines. John P. Harrington, manager, petroleum products and chemicals, went along with the certain fact that "the big problem in any show is to stop traffic."

Here's what Harrington's division did:

1. Bought a pin-ball machine and had it completely re-worked, with full-color product pictures to fit in with its new chemical sales program.

2. Set up a system to avoid mayhem in the booth. Each contestant is obliged to register (given a number at a meat counter) and play the game when his number is called.

3. Ruled that a single game consists of an opportunity for the player to throw the puck 12 times. In order to win, it is necessary for the player to get the puck into each of six different openings at far end of the board.

If the player is successful in throwing the puck into an opening, one of the chemical products illustrated on the glass background will light up. If he is expert enough to throw the puck into all six openings, six products light up, a bell rings and he wins the game. As a prize he is given a set of sportsman binoculars.

► If the player loses, he is given a consolation prize. At the National Auto Dealers Assn. show, a typical consolation prize was a small "bloop ball" with the wording "Alemite Petroleum Products" imprinted thereon. "Bloop ball" is a little larger than a baseball, light in weight, and erratic when thrown, thus losers had fun,

too. At Automotive Service Industries show, the consolation prize was a folding yardstick with a chemical message printed on one side.

"Our experience indicates that we can anticipate one out of every 12 players beating the game, with about 60 players per hour using the machine," Harrington explains. "Prizes cost about an average of \$10 per hour of constant play."

Does it work? "At the N.A.D.A. show we had over 800 registrants in the two and one-half days the game was active. At the A.S.I. show we had over 1,100 registrants in the three days the game was used. At times there were as many as 20 people waiting to play the game, and this gave us an excellent opportunity to expose them to our new chemical products, our new marine line and our spring promotion."

The machine is being made available to Alemite distributors for local shows at a nominal fee which covers the maintenance costs.

"I know it was a pleasure for me to look down the long aisles at Navy Pier in Chicago," Harrington admits, "and notice people casually walking by other booths when ours was jammed with key jobber personnel."



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ONE OF FOUR traveling shows, this one appeared at a shopping center in Phoenix, Ariz.

Ford Shows for Shopping Centers

After success with last year's station-wagon shows at shopping centers, Ford has developed four complete shows. Plans include a prospecting stunt to aid dealers. Expect million attendance for 48 nine-day exhibits of cars, trucks, tractors.

EVOLUTION OF SHOPPING CENTERS has given Ford Motor Co. a new marketing challenge. Many attract 200,000 shoppers every week. Nearly all come by car. Ford figures

these people are terrific sales prospects for the automotive industry. It wants to capture at least part of this market.

So Ford is taking its products to

market—supermarket, that is. Ford has scheduled 48 nine-day exhibits of cars, trucks and farm equipment in the nation's major shopping centers. Program is known as American Road Shows. It is expected to be seen by more than a million people per month.

Four shows are on the road. Each displays the company's products in modern settings with new gadgets and inventions. Two units feature a "Design for Suburban Living." Ford, Mercury, Lincoln and Edsel cars are shown in colorful settings. Settings contain the latest ideas in modern



"FACTRON" is device at each show to do market research and turn up prospects.

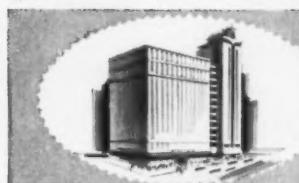


FIRST UNIT moves out from Dearborn on its cross-country tour of six months. Total of 33 vehicles are used to transport units to shopping center locations.



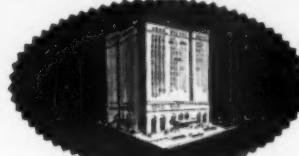
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Meeting capacities	25 to 2000
Banquets	to 1500
Dances	to 2000
Guest Rooms	600



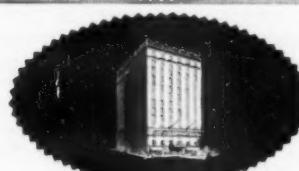
DINKLER-TUTWILER...BIRMINGHAM, ALA.

Meeting capacities	25 to 1800
Banquets	to 1300
Dances	to 1800
Guest Rooms	450



DINKLER-JEFFERSON DAVIS...MONTGOMERY, ALA.

Meeting capacities	15 to 350
Banquets	to 275
Dances	to 300
Guest Rooms	250



DINKLER-ANDREW JACKSON...NASHVILLE, TENN.

Meeting capacities	40 to 400
Banquets	to 350
Dances	to 300
Guest Rooms	400



DINKLER-ST. CHARLES...NEW ORLEANS, LA.

Meeting capacities	12 to 900
Banquets	to 700
Dances	to 900
Guest Rooms	500

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patio furniture, gardening equipment and pet care. Two fabric and aluminum structures house special entertainment for youngsters and adults.

Another unit presents Ford's "Design for Country Living." Scale models and live action demonstrate the theme, farming of today and the future.

Fourth show is "Design for Station Wagon Living." It exhibits new equipment for hunting, fishing, touring and picnics.

► American Road Show units consist

of 29 vehicles and vans, and four specially designed trailers. Traveling staff of 24 supervises the shows and mans exhibits. Each show covers from 10,000 to 12,000 sq. ft. of space. Several hundred different items are on display along with Ford Motor Co. products. These offer numerous promotional tie-ins for local merchants and dealers in all Ford lines.

Whole idea is not completely new. Ford used a smaller version of "Design for Station Wagon Living" (Sales Meetings, March 7, 1958) to test the shopping center circuit during 1957-

58. Officials call exhibit successful. They estimate 3.5 million viewed the display.

From experience with the station wagon show, company expects that the four units will attract huge crowds. However, to make them effective selling devices company had to develop a technique which is new to the automotive industry, says one official.

► New device is "Factron." It is featured at each show. Aim is to locate new car prospects for dealers and obtain marketing research data for the company. Participants are eligible for prize awards so company expects majority who view the show to visit Factron.

Promotion kits and specially designed tabulating cards have been distributed to shopping center stores. Stores, which participate in the prize award phase of the program, distribute the tabulating cards to their customers for presentation at the Factron exhibit.

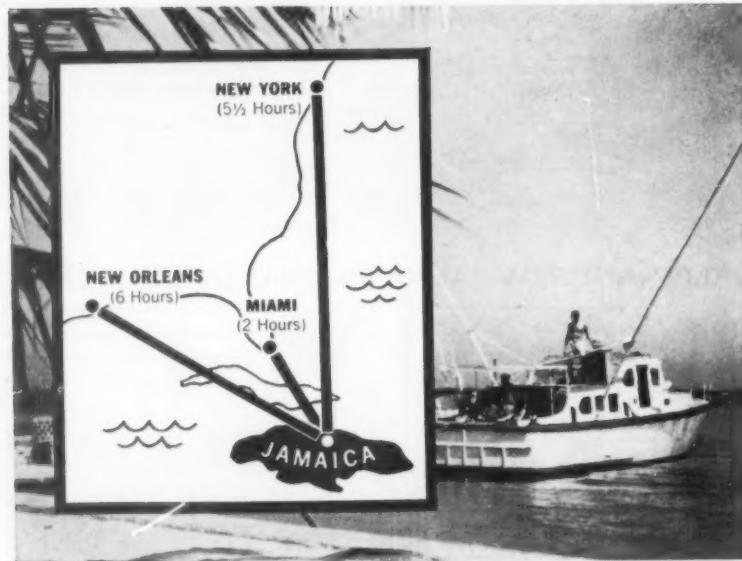
Card has a space for the person's name, address and seven questions that can be answered in a minute. On entering the exhibit, person places the card under a template. He codes his card for later machine processing and tabulating by using a special hand punch. He then drops the card in Factron, an electronically-operated depository patterned after a tabulating machine.

On closing night of the show, cards are used to determine prize awards. They are then forwarded to Detroit for complete processing. In Detroit, cards are sorted for new car prospects—as revealed by answers to the questions. Letter, brochure and premium card are mailed to all prospects inviting them to take a demonstration ride at their local dealership. They can also redeem their premium card by mail for a gift. Selected cards are mailed to the appropriate sales offices for distribution to dealers in the area of the shopping center. Dealer can then follow up by telephone or personal contact.

"American Road Shows will give Ford Motor Co. and its dealers some very effective help," says E. E. Rothman, general advertising and sales promotion manager. "We think our job is to stay with the public, design our cars the way it wants them and display our products in association with the other new developments that are making family living more and more pleasant. We anticipate this program will prove extremely valuable not only to the dealer and the company in terms of new car sales but, on the basis of research data obtained, to the consumer as well."

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	Meeting	Banquet
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UNIVERSITY ROOM	750	500
REGENTS ROOM	375	250
SPANISH SUITE	1300	950
SPANISH BALL ROOM	900	600
SPANISH LOUNGE	400	350
GEORGIAN ROOM	500	400
OLYMPIC BOWL	500	375
WILLIAMSBURG ROOM	250	175
COLONIAL ROOM	100	60

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What You Should Know About Labor at Shows

Some points to keep in mind when you plan your next exhibit: Labor conditions are not going to be any better inside the hall than they are outside. Your show manager can do more than anyone else when you have a problem. Plan early; take precautions.

HERE ARE SOME TIPS on labor relations when you are an exhibitor. They represent opinions from the most astute men in the exposition field:

1. Recognize the facts: Union labor is just as restrictive inside an exposition hall as it is outside. You can't expect a union to relax its prerogatives for a show. Union-shop conditions are part of the American economic scene which you can't change in your exhibit booth area while erecting an exhibit.

2. Labor relations is an art: Don't try to solve a dispute yourself. Your show manager yields more power and has more experience. If a condition arises that you consider unfair, see the show manager at once.

3. Talk to Convention Bureau: Armed with all the facts, see your show manager and get in touch with the local convention bureau. The convention bureau manager is sensitive to labor problems in his city, and more than anything, wants no trouble for show exhibitors. When you give the bureau manager all the facts, he immediately can get in touch with important people in the city who can exert influence.

4. Don't offer bribes: Don't try to get your work handled out of turn by offering a bribe to workmen. This just whets their appetites. It creates a situation where they'll do nothing for anyone without a tip. It's automatic: when enough people start to tip, everyone has to — or else. Union labor at a show is well paid and tips are not required to supplement income.

5. Take precautions: Don't get caught in a last-minute jam by arriv-

ing late for show installation. Get your material in as early as possible so that you can get started when labor is most plentiful. It's much cheaper, too. Earlier your material arrives,

more likely all your work will be done on straight time.

6. Order in advance: Don't wait until you get to a show to order electrical, carpentry and other help. Advance order allows contractors to plan for your needs.

7. Don't be a mat: Don't let anyone walk all over you. If you feel somebody is trying something shady, don't sit still. Don't fight with him, either. Go directly to show management to have the problem handled. (Sometimes one character might try a little "extortion on the side," unknown to his own union.)

8. Don't be emotional: Often petty annoyances work us up all out of proportion to their importance. If union rules say only carpenters can touch anything made of wood, you're not going to change the rule no matter how loudly you shout. The rule wasn't made for your booth or even for the show, but for everything in which union carpenters could become



"I want you to do a good job setting up my booth, so here's a bottle . . . of touch-up paint."

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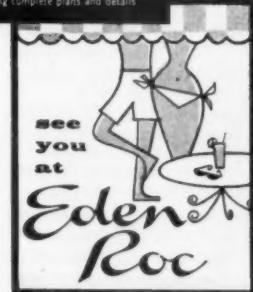
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involved throughout the city.

Before you allow yourself to feel that labor conditions at shows are not fair, talk to the man who handles labor relations for your company. His stories about conditions in your own plant will make any you can relate pale to nothing.

Strange thing about labor conditions at shows, they are amazingly good in relation to problems. Remember, show labor is part-time help. There isn't a show to set up or take down in the exposition hall every day. Remember, too, every exhibitor has a different labor requirement with most requirements unknown to contractors in advance.

When in doubt about labor conditions anywhere, talk to your exhibit producing company. Most reputable exhibit builders have had experience in just about every exposition hall in the country. Most of them belong to Exhibit Producers and Designers Assn.

Exhibit Producers and Designers Assn. is, in effect, a network of exhibit installation around the country. In just about every city, your own exhibit builder can reach a fellow member who will handle your exhibit erection and dismantling. This relieves you of all headaches. A local company

has its own labor crews—does not have to rely on a labor pool.

Show managers must deal with labor unions constantly. Usually they can forestall problems for exhibitors. Sometimes they resort to novel arrangements. One show management sold space on an all-inclusive basis. Through its general decorating contractor, it hired the entire installation labor force and accepted responsibility for all installations without extra charge. (Cost was included in a slightly increased price per square foot of booth space.) Thus union restrictions caused no pain to anyone.

Another show manager maintained a small staff of union men at his own expense to make labor available to any exhibitor who might otherwise have been subjected to a high minimum for a petty job that involved only a few minutes' work. Cost to show management was small, return in exhibitor goodwill enormous.

Unquestionably, union labor rates are high—inside and outside an exposition hall. With this in mind, many exhibit designers are devising new plans and using new materials to simplify exhibit setups. As with all things, advance planning does more to eliminate problems than anything else. ♦



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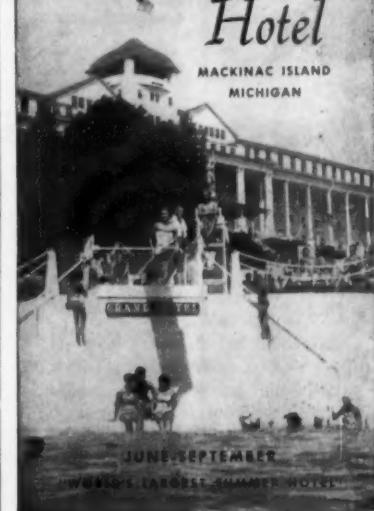
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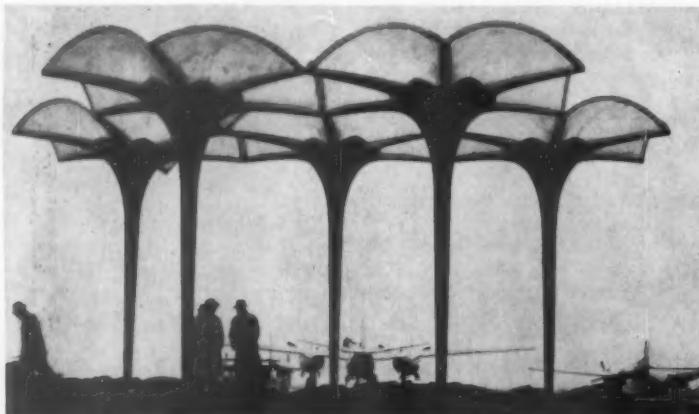
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MODEL of 10,000 sq. ft. architectural display at American National Exhibition. All-plastic pavilion consists of umbrella-like structures joined together.



FIVE UNITS of plastic pavilion were erected at Mitchell Air Force Base, New York, for wind velocity tests to insure stability before shipment.

Progress on Our Fair in Moscow

EXHIBITS for American National Exhibition in Moscow are now being constructed in Helsinki, Finland. Because of time shortage, original opening date of July 4 has been moved to July 25. Fair will close Sept. 4.

Latest big problem has been to line up contributors to the cost of a 20-page official booklet to be distributed to visitors. Plan is to give away 3.5 million booklets. At the moment, 12 companies have made contributions toward producing the booklets. Enough has been offered to under-

write 1,450,000 copies so far.

Guidebook will have a red-white-and-blue cover and contain a message of welcome from President Eisenhower on inside front cover. Illustrated booklet will have layout of the grounds, information on exhibits and Circarama. It will help Soviet citizens to find particular displays — architecture, education, creative arts, scientific, etc.

American fashions will be given a prominent part in the fair. Kinds of clothes American men, women and

children wear — from work clothes to formal attire — will be modeled. Half-hour fashion shows — four times daily — will have Russian commentary. Live models will be non-professional. They will represent the wide range of economic groups and nationalities that make up the American population. All models will be schooled in simple Russian phrases which will tell the audience, in Russian, where they live in the U. S. and what they do.

Fashion show is sponsored by fashion industry. Funds for the venture are being raised from four sections of the industry — fiber and fabric producers, apparel manufacturers, retailers and labor unions.

Guides for our exhibit in Moscow have been chosen. Mostly college and post-graduate students, majoring in Soviet studies — 48 are men and 27 women. They will leave for Europe aboard the Italian liner *Irinia* on June 18. Ship will dock at Genoa and guides will reach Moscow about July 8.

More companies have contributed products and display items for the fair. Total has reached 474 companies from 32 states. Latest contributions include toys, sports and home equipment, and furniture.

Sales Meetings' Editor Robert Letwin is conducting a tour to American National Exhibition. Group will leave Aug. 9 for Moscow. In the group are top U. S. exhibit specialists. (For information on how you might join the group, write immediately to: Robert Letwin, editor, Sales Meetings, 1212 Chestnut St., Philadelphia 7, Pa.)

Report from Moscow says Premier Khrushchev visited the site of the U. S. exhibit in Sokolniki Park and watched the erection of our aluminum-domed building. He has a special interest in it; U.S.S.R. will own it after the fair.



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EXHIBIT PREVIEW in New Orleans attracts mayor and other leading citizens.

Allstate Builds Image With Traveling Art Show

Commercials are kept out of Allstate's art exhibit, but payoff comes in newspaper publicity and public goodwill. Company offers package to local art guilds who become show sponsors.

AN ART EXHIBIT helps to create a new corporate image for Allstate Insurance Company, Skokie, Ill.

Shown for its artistic values, the traveling art show is a goodwill builder—not a come-on for an insurance sales talk. No agents or representatives are on hand to promote sale of insurance. But, the exhibit pays its way in public relations.

Exhibit's 50 pictures, created by such artists as Fletcher Martin, Lawrence Beall Smith, Adolf Dehn, Doris Lee, Arnold Blanch and Paul Sample, were originally commissioned for Allstate's policyholder publication, "Home & Highway". Scenes cover America from a New England church to a view of a Western drive-in theater.

First presented to a public audience in the Allstate home office in March, 1958, exhibit has since appeared in seven other states. During the coming 18 months it is scheduled to travel from Connecticut to Texas, with solid bookings running to September, 1960.

Allstate removes the exhibit from

commercialism by arranging its bookings through local art guilds and gallery groups which enjoy sponsorship billing. Although it will provide posters, news releases, souvenir catalogs and other promotional material, Allstate prefers the sponsoring organization to issue them.

Local Allstate public relations representative works closely with the sponsoring group. He provides professional counsel and advice but functions in the background to allow officers of the sponsoring group to take the bows.

Allstate provides complete press packets to promote exhibit in the press. Packet includes an 8 x 10 black and white photo of each of the paintings plus a set of color transparencies for publications with ROP color. When exhibit appeared in Memphis, Tenn., editors of the Commercial Appeal remarked that for the first time they had the opportunity to reproduce artworks in color. They had never before been provided with color reproductions.

Exhibit received an enthusiastic reception in Jackson, Miss., Memphis and New Orleans. Praise given to Allstate for providing the show confirmed officials' opinion that this project presented a new and welcome concept of the corporate character to the public.

Whenever possible, exhibit is booked into recognized galleries and museums such as the Mint Museum in Charlotte, N. C., where it was shown in November, 1958. However, Allstate regional public relations representatives may occasionally be forced to improvise in order to show the exhibit in areas where it is impossible to secure gallery space.

► Allstate occasionally calls upon its parent organization, Sears Roebuck and Co., to assist in displaying the collection. In New Orleans, for example, exhibit scored a smash hit while on display in two Sears retail stores.

Reception given the exhibit in New Orleans can be attributed to cooperation between Allstate personnel, officials of the local Sears stores, and the New Orleans Art Association Guild. When the paintings were booked for New Orleans, Mrs. Clyde Barthelemy, local Guild president, enlisted Guild workers to sponsor the show and make arrangements for publicity and other details.

T. Sterling Dunn, New Orleans Sears Group manager, gave approval to have the exhibit shown in the Sears downtown store and a suburban outlet. Local publicity was gained through television programs on two local stations and notices in three New Orleans publications, "Hotel Greeters Tourist Guide", "This Week in New Orleans", and the "Riders Digest", a pamphlet placed on all the city's public transportation. An article was published in the local Chamber of Commerce bulletin and 10 stories and eight pictures appeared in three New Orleans dailies.

► One thousand art catalogs were distributed the day the exhibit opened and each New Orleans Sears store window contained a poster advertising the show. The ladies of the Art Association Guild, in addition to contacting local press media, also sent out printed invitations and Guild bulletins to hundreds of persons.

Exhibit was as successful here as it was in the many other cities. Tangible effects of the traveling show have been thousands of inches of newspaper publicity and photographs describing the exhibit. All identify Allstate as owner and sponsor. Company achieved the institution sell it wanted.

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France is only a short overnight trip by air... a "long weekend" by sea. Steamship lines offer one free passage for every 20 persons in a group; airlines will carry one in fifteen free. Or, you can charter a plane and save up to 40%.

Once in France, your convention hall and facilities are FREE. You get SPECIAL GROUP RATES in hotels and restaurants. And no matter which great resort you choose—Cannes on the glamorous Riviera, Deauville on the fashionable Normandy coast, or Evian on lovely Lac Leman—you get V.I.P. treatment every step of the way!

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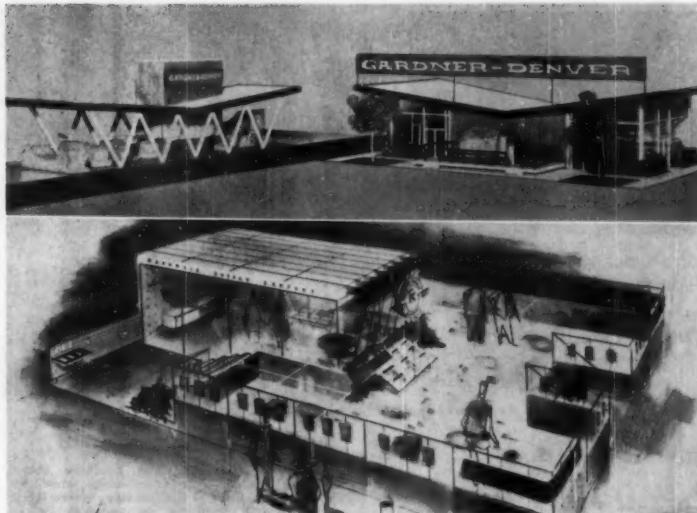
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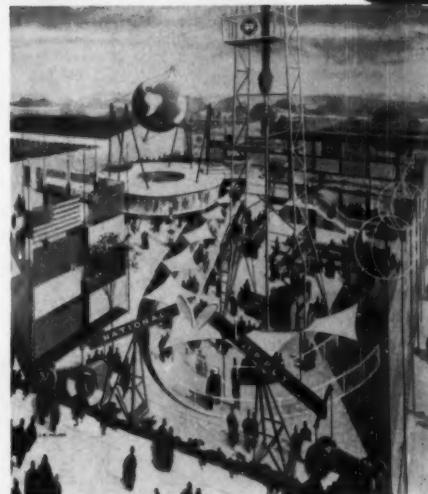
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BUILDINGS for Gardner-Denver Co. exhibits at International Petroleum Exposition are shown at top. Buildings are air conditioned. Republic Supply booth, above, has a clear glass floor upon which visitors will walk. Glass floor is 30 inches above ground level.

ROTARAMA, glass enclosed observation deck in National Supply exhibit, is air conditioned for visitor comfort.



Designs for Oil Show Exhibits

EXHIBITS WILL BE HIGH, wide and handsome at the International Petroleum Exposition, Tulsa, Okla., May 14-23. Occasion is industry's 100th anniversary. Here are artists' concepts of three of the exhibits.

Gardner-Denver Company's centennial coincides with the industry's. In honor of the double celebration, firm's display equipment is painted gold.

As top feature, company will unveil its new drawworks—designed for deep drilling. Pumps, drills, wrenches and compressors are also on display.

Equipment is housed in three special exhibition buildings. Two are shown in photo. Drawworks is featured outside entrance to air-conditioned building on right.

National Supply Co., subsidiary of Armco Steel Co., has a 23,680 sq. ft. exhibit. Principal eye-catcher is a rotating world globe 30 ft. in diameter. It represents the international scope of company's operations. Globe is supported above a glass-enclosed observation deck, Rotarama. This permits visitors to sit in air-conditioned comfort to observe exhibits outside.

Pool, fountain and a variety of animated displays are located under Rotarama. Curved ramp leads up to machinery area. Entire exhibit is surrounded by a "wall of flags," on 50-ft. poles. Over-all design was created by Henry Dreyfuss.

Republic Supply, subsidiary of Republic Steel, will show a large selec-

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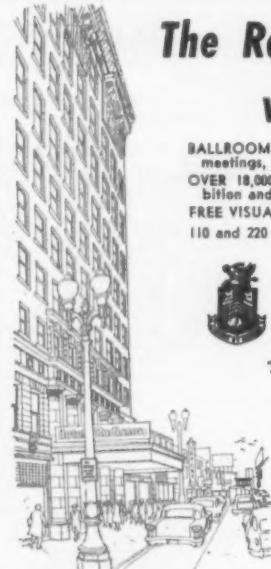
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tion of products. Exhibit is designed so audience walks on a clear glass floor elevated 30 inches above normal floor level. Glass floor is divided into four ft. squares supported by thin aluminum channels. It is specially fabricated from $\frac{1}{4}$ inch Tufflex, a thin plastic filler, and a top layer of $\frac{1}{4}$ inch plate glass. Supporting members are columns of fluorescent light units to produce a high level of shadowless

illumination underneath the glass.

Glass walled air-conditioned lounge at one end of the exhibit protrudes slightly onto the glass floor area. It creates the impression of a sunken room. Product displays are treated individually to a certain extent, but all reflect the general character of the exhibit. Gallo Display Co., Cleveland, produced it.



TRAINING CENTER is opened in Rochester, N. Y. for Eastman Kodak's Verifax salesmen. Hume M. Deming, manager of the center, leads group discussion.

Kodak Opens New Training Center

WHEN SALES are up on a product, you don't leave it at that. It may be the time to give it an extra shot in the arm.

Eastman Kodak Company's Verifax office copier sales have grown steadily over the past year. Yet, company recently established a business photo methods training center—to get more sales, to beat out competition.

Company feels there is an untapped market for office copiers—and wants it. So far copiers have been used mainly for general office work. But new applications are being developed—copiers for production order writing, purchase-receiving, order invoicing,

etc.

Training center schedule calls for about 14 one-week classes a year. Each one is composed of 22 Verifax dealer-salesmen. Large portion of each conference is used for instruction in sales technique. Salesmen practice sales talks and demonstrations. Movies and tape recordings are made so dealer-salesmen can improve themselves. New and old uses of copiers receive a full day's attention. Company later plans to offer a management clinic and a service clinic.

Eastman Kodak doesn't want to keep up with competition. It wants to forge ahead. ♦



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TOLEDO ▼



PANELISTS in United States ▲



CONTROL ROOM in Toledo has engineer on hand plus interpreters. Program was transmitted in both English and Spanish. Transmission signal went by telephone and shortwave radio. Interpreters came from United Nations staff; translated everything.

Owens-Corning Symposium

"HELLO BOGOTA . . . this is Toledo."

Those words, spoken in Toledo, Ohio, and transmitted to Bogota, Colombia, Jan. 29, opened the first inter-American radio-telephone architectural symposium and linked together some 400 architects over 3,000 miles apart.

Architects gathered in both cities to hear six internationally known architects participate in the first such cultural exchange to be held between Latin America and the United States.

Those words also culminated six

months of intensive planning and preparation by officials of Owens-Corning Fiberglas Corp., sponsor of the unique program. Owens-Corning undertook the symposium as an expression of its belief in the value of communications and relations between nations and in the hope that it would improve and foster a better understanding with our Latin American neighbors.

Leonard J. Currie, head of the Department of Architecture, Virginia Polytechnic Institute, Blacksburg, Va., as moderator and professional consultant to Owens-Corning, aided in choos-

ing members of the panel.

Those on the Toledo panel were Alvaro Ortega, a leading Colombian architect and visiting critic in architecture at Harvard Graduate School of Design; Ieoh Ming Pei, designer of Mile High Center, Denver; and Carl Koch, visiting critic at Yale School of Architecture and assistant professor of architecture at Massachusetts Institute of Technology.

Panelists speaking from Bogota were Marcel Breuer, designer of the new UNESCO headquarters building in Paris; Pablo Lanzetta, dean, School



▲ PANELISTS in Colombia



◀
SIMULTANEOUS TRANSLATION kept interpreters busy in Bogota. Engineer, right, monitored. Audience heard panels via loud-speaker system. Standby transmission line was available in case of breakdown of two one-way circuits, but did not have to be used.

Has Long-Distance Panels

of Architecture, National University of Bogota; and Julio C. Volante, professor of architecture, Central University, Caracas, Venezuela.

John Noble Richards, of Toledo, president, American Institute of Architects, introduced the program. Harold Boeschenstein, president, Owens-Corning, in addressing the luncheon meeting held in Toledo said, "We have broader interests and broader responsibilities than ever before to cultivate friendships, and cultural as well as commercial interchanges between our countries."

When the program was formulated, Owens-Corning contacted American Telephone and Telegraph Company regarding the method of communication. Robert E. Campbell, AT&T customer representative in Cleveland, arranged for two one-way transmission circuits and one standby line for emergency purposes. Speakers and microphones were used so no one in either group would have difficulty in hearing the program.

The signal was transmitted by telephone line from Toledo to White Plains, N. Y., where it was radioed by

short wave to Bogota. In Bogota the signal was again transmitted by telephone line to the meeting at Tequendama Hotel. The program was constantly monitored in both Bogota and White Plains.

Since the program was conducted in both Spanish and English, obtaining simultaneous translators was a major problem encountered by Owens-Corning. Interpreters for Toledo were obtained from the staff of the United Nations. Further difficulty: Marcel Breuer, speaking from Bogota, preferred to speak in English, thus re-

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quiring an additional translator. Need for translation further complicated the audio line and necessitated additional equipment.

► After months of planning, a high point in the project was reached on the day before the meeting when the circuit was tested for the first time and to quote all the people concerned, "worked like a charm."

With the symposium scheduled from 10 a.m. until 2 p.m., it was necessary to coordinate luncheons in both places to prevent any delays. Luncheons were monitored to keep the groups moving at the same pace.

Henry F. Holland, former Assistant Secretary of State for Inter-American Affairs, was principal speaker at the luncheon held in connection with the event in Toledo.

Julio Cesar Turbay, Foreign Minister of Colombia, was speaker at a corresponding luncheon in Bogota. He was introduced by John M. Cabot, U. S. Ambassador to Colombia. Luis Vera, who represented Jose A. Mora, Secretary General, Organization of American States, also was a luncheon speaker in Toledo.

Mark Widerschein, Owens-Corning training manager, was in charge of overall arrangements for the program. John Marshall Briley, vice-president and general counsel, was chairman of the Toledo meeting, while George Cook, international division manager, was chairman of the Bogota meeting. M. J. Alves and J. B. Manley, Industrial and Personnel Relations Department, coordinated the Toledo meeting.

The symposium was completely recorded and transcriptions are available from Owens-Corning Fiberglas Training Center, Toledo 1, Ohio.

► With the architectural symposium successfully completed, Owens-Corning officials took a short and well-earned recess before employing the communications system again at 2:30 p.m. for a Pan-American Contractors' Round-Table.

This three-hour round-table climaxed an intensive two-week sales training effort, unique in size and scope, that Owens-Corning held in Bogota for its Latin American distributors.

Some 35 "students" brought to Bogota from all over Latin America attended classes from 8:30 a.m. to 6 p.m., with some evening sessions scheduled.

"Faculty" was composed of selected executives from Owens-Corning and subjects included markets, sales potential, product characteristics, application of methods and pricing.

"School" employed a variety of edu-

cational techniques—movies, classroom lectures, application demonstrations and the round-table. Objective was to cover not only information that applied directly to Latin America, but also the entire Fiberglas line of products including insulation, noise control, roofing and miscellaneous areas.

During the school, questions that could not be fully answered by the staff in Bogota, or those that warranted further discussion, were forwarded to Toledo to be answered by the experts on the round-table which was carried over the radio-telephone system. By forwarding questions in advance, men in Toledo had time to prepare their answers carefully.

Other highlights of the school included a lecture on architectural selling, a lively architectural promotion meeting and an application meeting.

► Three suppliers of accessory materials voluntarily contacted Owens-Corning and sent representatives to Bogota to assist with the school. They were Stig Sasse, International Division, Benjamin Foster, a manufacturer of adhesives and mastics; W. J. Haertel, president, W. J. Haertel Company, manufacturers of acoustical suspension systems; and Roland T. Curtis, international representative for Lok Products, Inc., manufacturers of acoustical suspension systems. Other manufacturers supplied samples and literature which were invaluable in conducting the training program.

Owens-Corning officials expressed complete satisfaction with the unique undertaking. The company expects to be doing this kind of thing in the future for other overseas markets.

◆

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'Sound' Answer to Sales Training

Recorded situations make a game out of learning and need no props at meeting. Easy for salesman to identify himself with conversation. Group discussion is lively; instructs painlessly.

By GENARO A. FLOREZ
President, Florez Incorporated

THERE CAN BE NO DOUBT about the basic value of visual aids in training. Yet, there are situations where the presence of prepared visuals may actually be a deterrent to the training process rather than a help.

For example, we want a salesman to project himself into a realistic sales situation, and to work out a solution to a specific sales problem. He will do so far more effectively if he can relate it to his own selling situation—if he can mentally provide his own visuals—his store, customers he has known, himself as the salesman. Obviously, in such a selling situation, the presentation of, say, a filmed dramatization of the scene might actually hinder the real salesman's identification of himself as part of the dramatized situation.

Many of our clients—among whom are such honored names as Cadillac Motor Car Division of General Motors, Sinclair Refining Company and The Ohio Oil Company—have discovered this, and have exploited the principle involved with a new twist to an old device, the Florez-developed Recorda-quiz.

First, let's look at what a Recorda-quiz is. As you will have surmised, it is a recorded version of a situation, usually a sales situation, in which the average salesman or dealer for that company might normally find himself.



This makes it easy for the real salesman, as he listens, to put himself into the "picture" and actually see himself working out answers to the problem on the spot.

That's why it is so important that, in writing and casting the situation for recording, it be made to ring true. If it paints the salesman as a dope or his prospect as a pushover, it becomes a caricature and loses much of its effect.

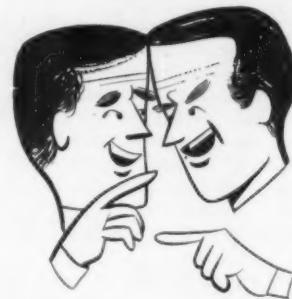


After a minute or two of listening to this, the group is invited to point out where mistakes were made—and "what I would have done if I had been in his place." Response is instantaneous and often fluent.

When the leader feels that the main points have been made, the second recording of a minute or two is played and the situation is reenacted with many of the more obvious errors corrected. This serves both as a review and as confirmation of the fact that the judgment of the group is on the ball.

Probably the biggest reason why Recorda-quiz, properly planned, written and produced, is practically always a highlight in a sales meeting, is because it is like a game. Actually, it is "gamesmanship" in one of its high-

est forms—because it makes every man in the room go to work without even knowing it. It is a battle of wits—and that is fun.



But there are many other reasons why, when the time and place and conditions are right, Recorda-quiz is an excellent medium for the job.

First, as Cadillac found out, this mechanical device practically guarantees active participation and provides a simple, easy means to be sure the discussion does not get "out of hand."

By creating the situation through audio means only, Recorda-quiz allows each salesman to fill it out complete with his own "mental props"—his own characters and locations—and puts him right in the middle of the act.



Then there's another important factor: It is about as inexpensive a training tool as can be devised. It involves a brief script, a couple of professional voices, and a disk or tape recording. Reproduction cost is low.

Generally, Recorda-quiz is used for change of pace and to add genuine audience participation to a presenta-

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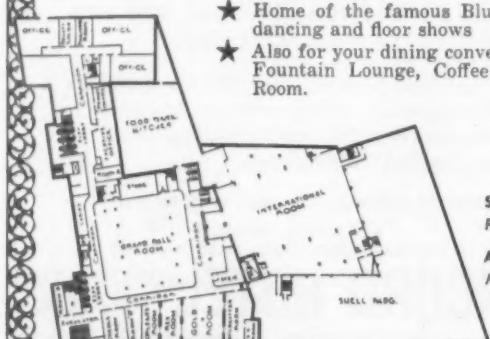
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tion or training meeting. However, it can, and sometimes does, provide the basis for an entire meeting all by itself.

Let's look at the way Cadillac has been using the Record-a-quiz. It uses a single-band recording, for example, to re-create the normal situation of a Cadillac dealer salesman telephoning a prospect. How does he do it? Record-a-quiz shows how.

Then each salesman at the meeting is invited to pick out errors, if any, that the telephone call contained. What would he have done better? This is discussed briefly and then two or three more half-minutes or full-minute bands are played and the same technique followed.



For the final band or situation, Cadillac has worked out a different twist. After playing the recording, a check sheet is passed to each salesman, and he is asked to make a check mark in one of the three spaces, "A", "B" or "C". If he checks "A", here is what he is indicating:

"I agree completely with the idea of telling the secretary that the call is of a personal nature."

Or, if he checks "B", he is saying:

"I do not agree that this is a good way to get the secretary to put the call through."

If neither of these two opinions comes close to his own, he can check "C", which says:

"I would handle it in a similar but slightly different manner."

Simple, four-page leader's guide suggests that the leader ask several men how they marked their sheets—and then call on some of them to tell the group why they checked the square they did.

Easy? It certainly is—and interesting and effective, too.

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basic "Retail Selling Plan" conference program designed for its sales representatives, uses as many as four different recorded situations in a single conference and employs the "two-banded" technique. First band sets up the situation on a realistic but not too successful basis. Second band, for use after the group has contributed its ideas, re-creates the situation with an improved and acceptable—certainly not perfect—sales result.

One thorny problem with which Sinclair used this game-type approach was in the area of dealer management, where the sales representative has the tricky and often difficult job to show a dealer why good records are so important to the success of his business.

The Ohio Oil Company has used this same device, but has injected the use of a third band. First band sets up the problem situation the way it looks on the surface. This is discussed by the group. Second band fills in "off-stage" comments—what the dealer is really thinking but doesn't say to the salesman.

Situation is rediscussed in the light of this new information which the salesman could and should have drawn out by skillful use of questions. Finally, the third band is used to confirm the judgment of the group and to summarize as in the earlier cases.

Here is a situation where a Recorda-quiz started out to be just part of a meeting, and ended up by growing into a complete meeting by itself.

We worked with one of our clients in the appliance field to develop a sound slidefilm in color for its new line of phonographs. It told the complete product story and did a beautiful job.

On the reverse side of the record, we prepared a Recorda-quiz that let

the audience hear how a salesman actually used the new product story with a prospective customer. Although he did quite well with the story, he missed the sale. Why?

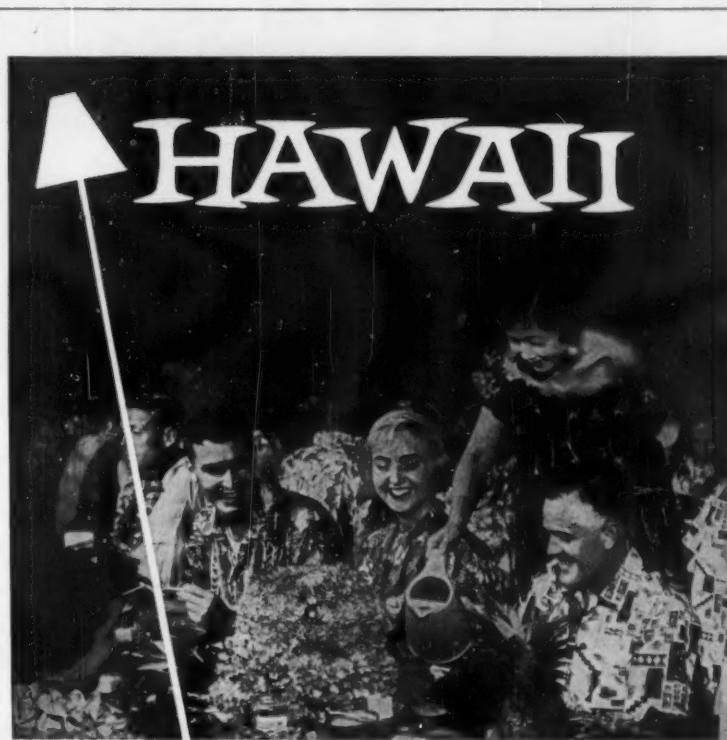
That was where the discussion came in, and each dealer salesman listening to the recording expressed his own ideas. Results were so good that in many cases the slidefilm was dropped from the program and the Recorda-quiz became a meeting in itself. This adaptation was particularly appropriate.

In the first place, to play the recording in a dealer's store did not

require projection equipment. It could be played on the phonograph in the store. No darkening of room, no screen, no bother. And the actual product became the principal training aid.

In the second place, all major sales points were made on display material on the new models themselves which were on the dealer's floor.

The Recorda-quiz was short and sweet. It was in the salesman's language. And it let him get into the act on his own terms—in familiar surroundings, with familiar people, and with his own ideas. ♦



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HAVE PROBLEMS? Why not hold a meeting right where they occur? Package Designers Council did just that and had for itself a new kind of meeting—probably its most productive.

A group of 168 package designers and executives from variety store chains and manufacturing firms met in the Kress Fifth Avenue variety store in New York City. They took a guided tour through the store in search of

good and bad packaging. Afterwards, they had a critique on what they discovered. In a few hours they got a complete picture of all facets of packaging problems as they exist in an actual store.



INDIVIDUAL PACKAGES are presented to panel — designers, store executives — for criticism.

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WHERE you hold your convention or sales meeting is a big factor in its success. And it need not be "the same old place." You can add new life and appeal by choosing any one of a dozen exciting convention cities in the West—thanks to fast Western Airlines service.

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Because Western serves *all* the major convention cities in Western America, we maintain a special Convention Bureau to give you unbiased facts about these cities and their facilities. The Bureau staff, headed by Betty West, is devoted solely to gathering first-hand information which convention planners need. Here are some of the questions we can answer for you—without cost or obligation:

• **Hotels.** Which hotels have meeting rooms of the type and size you

require? What are the rates? Which ones offer special "packages" including entertainment, recreation, etc.? Which deliver the service and the facilities you need?

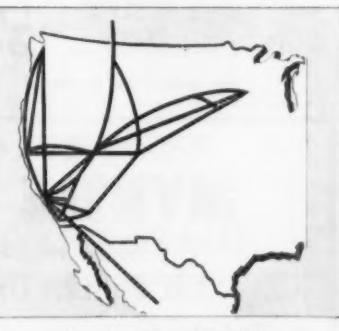
• **Appropriate dates.** Will your meeting conflict with another in the same category? What's the best time of year for the convention city that interests you?

• **Routing benefits.** Can travel to your meeting be routed so as to make the occasion even more interesting? For example, a group flying from an Eastern city to the West Coast was able to visit Mexico City en route *at very little extra cost!*

• **Attendance assurance.** What can you do to make sure of the highest possible attendance? The Convention Bureau can provide you with a *proved* plan that has resulted in boosts of 40% and more.

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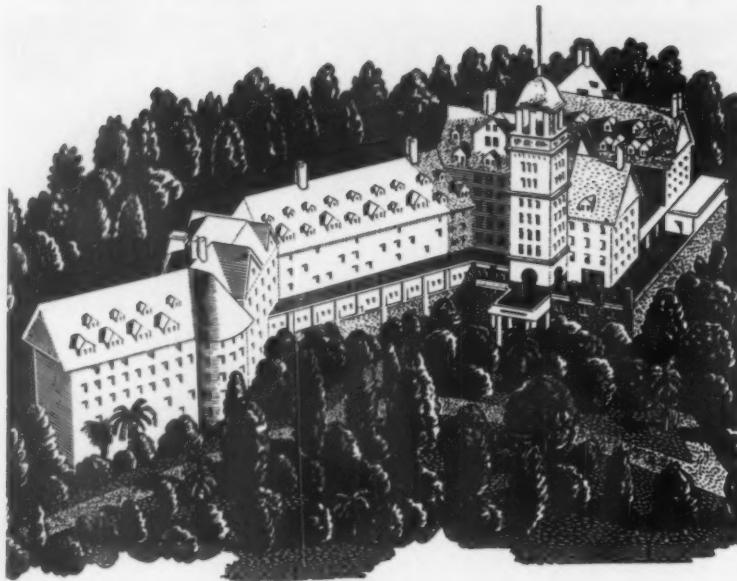


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This point-of-problem meeting used techniques worth borrowing—if for no other reason than to have a different kind of effective meeting. But, in addition to variety, this session method offers a swift route to problem study. It stimulates thinking.

► Here's how this meeting worked: Everyone who attended was assigned to a banquet table according to his product interest. There were 10 product groups—from stationery to cosmetics and from hardware to notions. Only thing different about the first part of the meeting was that the dinner was served on the lower level of a "five and dime" store instead of a hotel ballroom. Incidentally, cocktails—also in the store's basement—preceded the dinner. After dinner, a few short speeches were made and then the fun began.

Each product group (designated by table number) was taken on a trip through the entire store. (It was after store hours so there were no customers with which to contend on the speedy tour.) Each group visited the store's 10 major departments. Tours were so planned that a group ended its tour in the department that matched its major product interest. Thus, while manufacturers and designers in the stationery field, for instance, visited all other departments in the store, they ended up at the stationery counter.

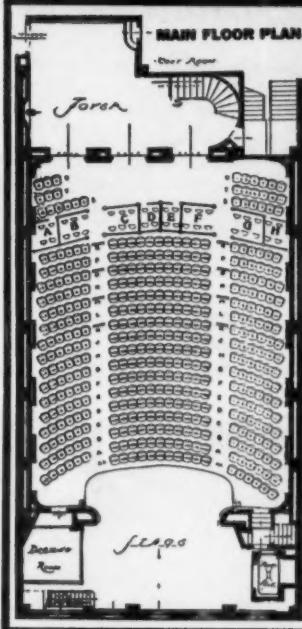
Each store department was marked by a large number so that groups could move quickly from one to another. Each group had a guide who had a list of the order of departments to visit. A visit—except the last one—lasted about five minutes.

In each department, the store's senior buyer for the line of products was on hand to explain what problems his department had with various packages. He also pointed out what packages helped sales. Some buyers had written a little speech in advance. They read them in order not to forget important points. However, the most effective presentations were made by buyers who spoke without a script.

After visiting nine departments—moving from one to another to hear from the buyer and examine packages on the counters—each group ended at its "product interest" counter. Here the group had 15 minutes to examine packages carefully and discuss them with the buyer. After examination of packages, each group selected two or three examples of the best and worst packages at this last counter. They took these packages with them to their banquet tables.

A panel of packaging experts was seated at the head table. Each

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Regency Room*	Lobby	1,000	800	6,510
Roof Garden	15th	500	400	3,374
Cactus Room	21st	300	200	2,640
Danish Room	15th	200	175	1,500
North Room	15th	100	80	900
French Room	Lobby	175	135	2,000
Press Room	7th	150	120	2,100
Directors Room	7th	45	30	700
Parlor A	Mezzanine	150	135	1,290
Parlor B	Mezzanine	40	30	378
Parlor C	Mezzanine	50	40	627
Parlor D	Mezzanine	110	90	957
Parlor E	Mezzanine	25	20	288
Parlor F	Mezzanine	30	25	385
Parlor G	Mezzanine	75	65	682

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H. H. "ANDY" ANDERSON, Managing Director Dallas 1, Texas

group's spokesman (appointed in advance and given a special yellow badge) came forward and presented his group's choices of good and bad packaging to the head-table experts. These experts then commented on individual packages.

► As attendees found at this meeting, you can talk all you like about packaging in a conference room, but when you get into the store where every package is in competition, you really see your problem.

This meeting was unusual on several counts. It was the first ever held in a variety store. It probably covered more actual packaging problems in less time than ever before.

Just the idea of this kind of session sparked imagination. About 80 people had to be turned down on the meeting because the Kress store dining facilities could not handle more than the 168 reservations.

Obvious advantage of this session was that problems in packaging could be spotlighted in a real setting. Here are some added values:

1. People moved: When a group physically exerts itself, it adds life to a meeting. Small groups had to rush from one counter to the next—often up and down stairs in the multi-floor store.

2. Direct contact: There was no hearsay on good and bad packaging. Attendees could see for themselves if packages could not stand up under normal counter use, or if one particular shape was awkward to stack or handle. They could see the entire range of competitive packaging just as it would be in this and other stores.

3. Retailer reaction: People at this meeting heard from 10 different retail buyers on what they like and dislike about actual packages on counters in front of them. These on-the-spot comments with opportunity for discussion offered an excellent composite of what store buyers look for in packaging.

4. Participation: Not only did meeting attendees physically exert themselves to cover the store, they had to think. They had to make selections of good and bad packaging. They were involved directly with what experts said later about packages, because the experts spoke only about the packages selected by members of the audience. An individual in the audience could consider himself in a contest to see if the experts had the same opinion of a particular package as he did.



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For further information: I. N. Parrish, Convention Manager, Dept. 120

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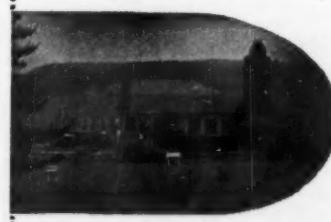
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5. Speed: Pace was fast. Every wasted minute or potentially wasted minute was squeezed out in plans for this session. With stop-watch precision, each group moved from department to department. Group leaders were briefed on their roles as were buyers. Everything clicked. It had to. When you move 168 people through a three-level store to study 10 departments in little more than an hour, good planning is a "must".

Panel of experts included representatives of stores and packaging designers. They heard a 10-minute presentation (timed with a loud alarm) from each product group after everyone had toured the store. Following the good and bad package selection explanations by a group chairman, the panel discussed each package. Panel experts usually agreed with choices, but sometimes contributed ideas that may have been new to most of the audience. Their comments often gave new insight into package design problems.

► Sidelight on this meeting was that Kress store, in agreeing to be site of the session, in effect invited competitors in to get an extra close look at its operation.

George L. Cobb, president, S. H. Kress & Co., opened the meeting by welcoming workshop guests to the store. Keynote speaker was Bernie Elfman, director of advertising, H. L. Green Company.

Robert Zeidman, president, Robert Zeidman Associates, organized the meeting and acted as chairman. This was the first on-location workshop ever staged by Package Designers Council.

► Billed as a session on "Designing Packages for Variety Stores," this meeting did offer some valuable tips. Among defects in packages now on variety store counters, these were pointed out most:

1. Package does not identify contents fully or at all.
2. Quality or size information is not given.
3. Normal handling tears or breaks package.
4. Package does not stack or takes up more room than product is worth in sales.
5. Package does not deflect quality or price of merchandise inside.
6. Package has no "sell."

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Managing Director



AMA CONFERENCES are large-scale meetings. Anywhere from 200 to 2,500 attend.

Who'd Run 70 Meetings a Day? AMA!

Easily the world's most prolific meeting planner, American Management Assn. stages over 1,000 conferences, seminars and workshops a year. Here's what AMA believes, how it operates.

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AMA will hold 1,100 meetings this year—all designed to improve management skills of 70,000 executives who will attend them.

AMA's 35 years' experience in conducting management meetings is unrivaled. So is its meeting facilities and techniques. "Running a meeting is a craft," says one AMA staff member. He compares it to writing a book—both take certain skills, knowledge and information. "Not everyone can write a book," he says, "so how can

everyone expect to be able to run a meeting? Meetings have suffered much abuse in industry because people who stage them do not have the skills or temperament for it."

Product AMA turns out is meetings. Peak is 70 in one day. More than half are held in AMA headquarters, The Hotel Astor, New York City. Thirty percent of the Astor is devoted to Association activity.

AMA also has an academy located in Adirondack State Park near Saranac Lake, N. Y., where executives "live in." The AMA Academy, says President Lawrence A. Appley, "is the most modern and completely equipped management education and research center in the world." Facilities here

are used for practice in management skills. During the summer months, registrants can also live in at Colgate University where AMA holds regular summer programs. Sessions are special projects plus a continuation of regular seminars and courses. Rest of the meetings are held in such cities as Chicago, San Francisco, Los Angeles, Houston, Dallas, Montreal, and as far away as Hawaii.

Staff numbers 400. Association is a non-profit organization which operates on a \$7-million budget obtained from membership dues and service and registration fees. Approximately 28,000 are members. Three thousand companies have six or more of their executives enrolled—with General



CONFERENCE features coast-to-coast telephone survey.



AMA PRESIDENT APPLEY greets course registrants.



WORKSHOP SEMINARS are small but intense group meetings. Executives meet other executives to exchange information on a specific management area. They outline problems, hear suggested solutions and learn systems used in other companies.



QUALIFIED LEADER guides each seminar. AMA personnel determines subjects for meetings and then finds the best talent to run them. Last year approximately 3,000 executives served as group leaders—all picked from top management.



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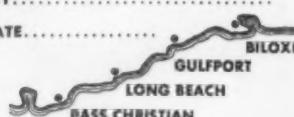
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Electric and DuPont holding the largest memberships (close to 300 each).

From its beginning, AMA has provided national meetings on many subjects. Past 10 years, however, have seen its greatest growth. "Since 1948 membership has more than doubled, meeting attendance has more than tripled, income has increased more than 15 times, and the number of events has multiplied nearly 100 times," reveals Appley.

Reason for this big growth is the "change in management." According to AMA, one person no longer can handle all the responsibilities of management. Thus executives must be taught "to control the whole by delegating the parts." AMA feels this is a science. It tries to develop the individual's managerial skills to capacity.

► AMA breaks this down into four goals. First is to exchange ideas. Second is to air problems. Third is to understand different points of view. And last is to motivate people.

Goals are reached through three types of meetings—conferences, seminars and courses.

Conferences are large-scale meetings—anywhere from 200 to 2,500 attend. Registrants hear authorities speak on new developments or problem areas. An example was a special AMA conference on the tax law passed three years ago — first basic change in the tax laws in 75 years—at which government personnel and attorneys brought industry up to date on the changes.

Two types of seminars are available. Orientation seminars are designed to give a brief review of fundamentals and new developments in the field. Workshop seminars are small discussion groups where executives meet other executives faced with similar problems. They exchange experiences, outline problems, hear suggested solutions and learn successful systems and methods used by other companies. Discussion, although intensive, is kept at an informal level and is guided by a skilled chairman.

Courses offer basic education in management. They vary in length from one to several weeks. Courses available include management, executive action, systems and procedures, marketing, production planning and control, field management of salesmen and cost reduction. Newest program is a management course for government executives.

Few meetings are run by AMA personnel alone. Here's how the setup works:

Members are enrolled in Association's 10 operating divisions accord-

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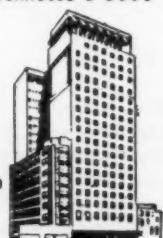
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ing to professional needs. Divisions are general management, personnel, finance, office management, insurance, manufacturing, marketing, packaging, international management, and research and development.

Each division has a full-time manager who organizes his group's activities. Vice President—an executive from industry who serves without pay—guides each division. Under him is a non-salaried planning council of 20-25 executives who provide counsel and guidance on programming. Each division holds a fully program of conferences, seminars and courses. AMA personnel determines subjects for meetings and then finds best talent to run them. Last year approximately 3,000 executives served as group leaders.

► Backbone of AMA's program is its "faculty." "All are drawn from the front ranks of management—men who have made outstanding contributions to the theory and practice of management—whose ideas have withstood the test of actual use in business and industry," says AMA.

Association has broken planning of meetings down into three phases. First is conception or programming; to determine subject matter and to pick the experts to run it. Biggest problem is to research the subject to present the best balance. This probably takes more staff time than anything else, says staff member. "And meetings are strictly business—no monkey business, no door prizes," he adds.

Second phase is organization. Association gives leader a two-page outline so he'll understand his part in the total program. It works with speaker on presentation techniques that will best develop his subject. AMA visual aids expert is on hand to help. He plans all sorts of aids to liven up a meeting—from theater and dramatics to closed-circuit TV and international telephone hookups. Five other specialists are right there, too, to keep things running smoothly. They take care of items such as hotel arrangements, registration, promotion, programming, organization.

Third and last phase is administrative and procedural details. Staff briefs hotel on needs, prepares speakers, times program, plans for questions and answers, anticipates traffic problems—flow of people, etc.

AMA does everything in its power to aid speakers and leaders. After observing the operation of hundreds of workshop and orientation seminars, it has prepared booklets and pamphlets to help them. These give tips on techniques of running seminars, and how to be an effective leader.

Booklets stress that good leadership

ONE OF A SERIES:



THE *Hollywood Beach* salutes

Frank E. Beane joined the Underwood Corporation in September, 1956, as Vice President and Controller and six months later assumed the specially created position of Vice President-Finance. In June, 1957, he became Chairman of the Board and Chief Executive Officer and later that year was elected President of the company.

Before joining Underwood, Mr. Beane held an executive post with Allied Chemical and Dye Corporation and served as President of the Equitable Bearing Company of Walden, New York.

Residing in Greenwich, Connecticut, he is a Director and past President of the Board of Directors, Greenwich Academy; former Director, Brunswick School and Chairman of the Special Activities and Nominating Committees, Greenwich Community Chest.

In 1957, Underwood Corporation held its Progress Unlimited Convention at the HOLLYWOOD BEACH HOTEL.

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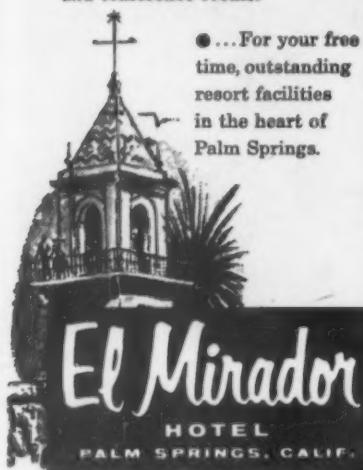
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can make or break a group discussion. Material says discussion leader's most important functions are "to introduce and present topic for discussion, to stimulate exchange of knowledge and experience, to keep objectives of the discussion clearly before the group, and to guide discussion toward the objectives without appearing to do so."

Sound like a tough project? These tips and the ones that follow — all taken from AMA material — can help not only the AMA discussion leader but anyone who is planning to stage a meeting.

► Weeks before seminar begins, chairman draws up a short outline. He sends two copies to each registrant. Registrant checks areas of discussion he is interested in and mails one copy back to chairman. After chairman receives all registrants' marked copies, he develops his outline further. When planning program, leader knows seminar rooms are equipped with chalkboards and chart pads. Space is available around the room and AMA will provide any type of projector. Facilities are tops.

To assist chairman, AMA also provides a company information sheet, which each registrant fills out. Thus, instead of answering a question directly himself, chairman can spot the member of the group whose background is closest to the problem.

AMA has a number of simple yet effective procedures for conducting its workshop seminars. At beginning of session leader allows each man one minute to write about himself. Leader starts by reading what he has written about himself since he sets the pace for those who follow. Then he allows each registrant to read what he has written. This gets seminar off to a flying start and allows the men to become acquainted with each other.

Next, leader reviews the outline. Registrants get an opportunity to voice opinions by suggesting additions, deletions, sequence, etc. This seldom results in anything more than accepting the outline but members have the feeling they have had a voice in making it up.

Third item is to state scope of seminar and definitions. This gives everyone an idea of boundaries for discussion. Leader also lists words which need working definitions. Even though complete agreement may not be reached, at least everyone will know how it is used.

Now it is time to start discussion from outline. Following is an outline of basic techniques in conference control that AMA uses in its small, discussion-type seminars:

1. **How to regulate discussion:** See that no one speaks too much or too little. Use appropriate questions to stimulate or limit discussion. Determine how far off the track you want to go.

2. **How to focus discussion:** Remain alert and one step ahead of participants. Keep main topic before the group at all times. Use visual aids, charts, blackboard. Use directed question.

3. **How to guide discussion:** Have a plan and follow it. Keep discussion from straying too far from the main issue. Summarize and use illustrations. Use follow-up questions to move discussion along. Avoid heated arguments. Use questions and factual information to regain control when discussion gets too far afield. Keep track of time.

4. **When to interpret contributions:** When idea is cloudy or incomplete; when participant has not expressed himself clearly; when several ideas have been mixed together; when the point presented arouses antagonism; when group is divided and its members are discussing different topics; when discussion has strayed from predetermined objective.

5. **When to point up discussion:** When you are ready to move on to next topic; to highlight an important point; to summarize.

On the last day, leader brings various points of view into proper perspective. Leader's summary is simply a re-reading of entries already discussed by registrants. Good closing leaves participants with the feeling they have gained information and a better understanding of principles they use in their everyday work.

AMA produces 750 mailing pieces to promote its meetings. Between 10 and 12 million are sent out each year.

Although AMA accomplishes its goal mainly through meetings, it also has many other services for its members.

Three periodicals are sent out. The Management Review, a monthly, provides business readings from the press plus original features. Personnel, a bi-monthly, is concerned with industrial relations, employee selection and training. Management News is a monthly membership news letter concerning all phases of management. Supervisory Management, also a monthly, is specifically written for supervisors.

AMA is not a spokesman for man-



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cepts no gifts.

Since AMA is no stranger to meeting craft, any meeting planner would do well to take note of AMA's operations. When AMA adopts a new meeting technique, you can bet it will work. ♦

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THREE CAMERA CREWS tape plowing demonstration at Yuma farm for Ford's closed-circuit TV meeting.

Video Tape: Goof-Proof System

Mobile unit puts Ford's tractor demonstration on tape for dealer meeting. First use of tape in the field; first TV meeting for farm equipment dealers. Reaches 20,000 dealers.

NOW THERE'S a goof-proof system to stage outdoor demonstrations of equipment. Ford Tractor and Implement Division used video tape and closed-circuit TV to put impact—with no fluffs—into its dealer meeting.

Ford's TV meeting for farm equipment dealers was staged and produced by Haford Kerbawy & Co., Detroit. While demonstration of equipment in action was on tape, most of the broadcast was live.

It took 8,200 miles of A.T.&T. long lines and projection facilities of TelePrompTer Corp. to cover the country with the show. It featured Herb Shriner and a cast of singers and dancers. Between songs—many orig-

inal—and dialogue, Ford brought in the equipment demonstrations from a 58-acre farm at Yuma, Ariz. "Cast" on the farm included 45 tractors and 112 implements—used to introduce the 1959 Ford line to 20,000 tractor dealers and customers in 30 cities.

The 30 cities that received the telecast were scattered throughout the major farming areas. This made it possible for dealers to remain in their approximate sales territories. Instead of each dealer arranging his own farm demonstration for customers and prospects, he was able to invite them to a nearby theater or hotel to view new equipment.

Event marked the first time a manu-

facturer has ever used closed-circuit television to introduce a new line of farm equipment. It is also the first commercial use of the new Ampex mobile video-tape unit. Demonstration part of the show from Yuma was put on video tape Jan. 28 with the Ampex Mobile Unit. Tape was integrated in Hollywood into the live portion of the show presented Feb. 3.

Prior to the introduction of the Ampex mobile unit, Yuma demonstration would have been put on motion picture film, sent to a laboratory for processing and then edited. This is a time-consuming process and if a sequence fails to turn out, entire production has to be repeated a day or two later. This involves a great deal of additional expense. Video tape allows you to play back shots instantly. If a retake is necessary, it can be done immediately.

According to Kerbawy, impact of mobile video-tape units will be far reaching. "We can see the day when most TV commercials will be on tape

and sports and news events scheduled for re-broadcasting will certainly be on tape, as many of them are now. In addition to lowering production costs, tape gives far better reproduction than film. When video tape hits the home market, we predict its financial and social impact will be as pronounced as television or the home movie camera."

In November '58 when Ford Tractor decided to introduce its 1959 line with closed-circuit TV, big problem was to develop suitable demonstration facilities. Ideally, a farm planted with proper crops and mature enough for tractor work, was needed. With the line scheduled for dealer introduction in February, this seemed like a tall order. Only possible area that could support the rapid crop growth was the Southwest.

► A suitable farm of 58 acres was located at Yuma, Ariz. It was determined that lettuce, hay, cantaloupe and barley would be mature in early February. Corn, left to its own devices, would be much too small at introduction time. So, a hothouse tent of polyethylene film was constructed over the corn and equipped with high powered lights to lengthen the growing day. This device over a quarter acre of corn broke all growth records. For one stretch it tricked the corn into growing at a rate of three inches per day.

While corn was breaking records in Yuma, live portion of the show was taking shape at Kerbawy's office in Detroit. By unanimous choice, Herb Shriner was selected as guest star. Singer Russell Arms was cast as master-of-ceremonies, backed up by a cast of 10 performers. A sizeable segment of the script was reserved for the executive group at Ford Tractor. It included Merritt Hill, division general manager and Emery Dearborn, general sales manager. Also participating in the live telecast were Irving A. "Red" Duffy, vice-president, Ford Motor Company, and a member of its board of directors.

A special seven-minute film, produced by Kerbawy and featuring Ernest Breech, chairman, Board of Directors, and Henry Ford II, president, Ford Motor Company, was shown at each outlet just prior to the Hollywood presentation.

► To tie the Yuma and Hollywood parts together, Kerbawy employed the "Wide-Wide World" technique. Off-screen narrators were used to handle "cut-ins" that were put on video tape five days earlier at the Yuma farm. Necessary arrangements for studio time and technical personnel were



HENRY FORD II, left, gets final instruction from producer Haford Kerbawy.



HERB SHRINER, right, and Merritt Hill, gen. mgr., Ford Tractor, discuss show.

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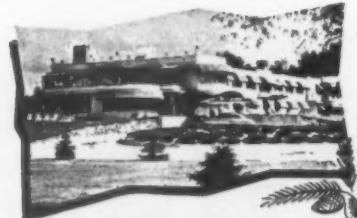
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In reviewing problems that could develop if the Yuma portion or demonstration was presented live, it became apparent that great risks were involved. Risk number one was the weather. There was always the possibility of equipment failure or its misuse. Line failure, too, was a possibility and "cut-in" problems over such a distance could always develop. The Kerbawy group knew about and had been following the progress Ampex was making with its mobile unit and were convinced it would solve their transmission problem. It was most important that the audience get the impression that the Yuma demonstration was going on at the time of the telecast. Video tape would give this impression.

Ampex showed such interest in the project that it moved up completion date of its mobile unit to meet the Yuma requirement. Three TV cameras with telephoto lenses mounted on towers, varying in height from 20 to 50 feet, taped the entire demonstration without incident. Tape was flown to Hollywood and used on the live telecast.

Reaction to the closed-circuit presentation from farmers, dealers and distributors was enthusiastic without exception, according to Merritt Hill. He says, "It was the most enthusiastic reception of a tractor line I have ever seen. We were delighted with the response and are convinced it will give us a big head-start on competition."



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"It's my job to give the men the selling tools they need. They shouldn't have to sit through a soft-shoe routine or listen to a chorus singing 'Nu-Lite Forever' in order to get information they need," says Cioffi, v-p sales, Nu-Lite Corp. Here's an iconoclast who whittles away at some conventional ideas on meetings.

"IF YOU'VE GOT plenty of white meat in your meetings, you can skip the gravy," says Richard Cioffi, vice-president for sales, Nu-Lite Corporation, Newark, N. J., manufacturer of lamps and lighting fixtures.

Cioffi heads a staff of about 225 direct salesmen who sell fixtures to business and industry. "We're in competition with Westinghouse and General Electric and we get twice as much for our products. So, we have to sell. It's my job to give the men the selling tools they need. They shouldn't have to sit through a soft-shoe routine or listen to a chorus singing 'Nu-Lite Forever' in order to get information they need," says Cioffi. "We serve our men white meat only."

Company holds an average of 1,400 to 1,500 "meetings" a year. Cioffi defines a meeting as "anytime two or more men get together to exchange ideas." Backbone of the Nu-Lite meeting program is a series of bi-weekly telephone conferences among Cioffi, a regional vice-president, Nu-Lite's service and credit managers and a stenographer to take notes. Company has 12 regional vice-presidents scattered over the country. Regional v-p's coordinate activities of individual salesmen. They interview and hire new salesmen. Twice a week, between 1 p.m. and 3 p.m., regional vice-presidents report in. To make everyone time conscious, Cioffi limits all calls to three minutes.

Everyone must be prepared before the meeting. Each man is supplied with a form that lists information on his territory that the home office wants: how many men hired, sales records and prospects for next week, plus other items. Bottom of the form has space for information that home office personnel must supply the vice-president: earnings, direct sales in sales territory made through the home

office and other information. Conference is over at the end of three minutes "whether we're finished or not," says Cioffi. "At first it's a little hard to get new men to limit themselves to just three minutes. But they soon catch on and we manage to cover all important points well under the time limit."

Important saving is not money, but time, says Cioffi. "I can cover my entire sales operation in one afternoon. We have all exchanged business information and that's the sole purpose of any business conference. I'm not interested in whether Bill Jones in Dallas got his hair cut yesterday and I'm sure he doesn't care if I got mine cut!"

Time consciousness is carried over into face-to-face conferences, too. Company is fond of "alarm clock" meetings. Before meeting starts, length of time it will run is agreed upon and a regular alarm clock is set to go off at the end of the time. When it goes off, the meeting is over — no matter who's talking. Even Cioffi has heard the clanging bell toll an end to his presentation. Technique cures a big meeting problem—extemporaneous speaking—says Cioffi. "Just knowing that the meeting is only going to last so long keeps everyone on the subject."

Traditional problem in direct selling is heavy turnover of personnel. Nu-Lite combats this with a continuous hiring program. Regional vice-presidents travel over their territories continuously setting up interviews with prospective employees.

Training meeting for new salesmen is set up in a hotel parlor in their home cities. Regional v-p uses blackboard and portable flip-chart in his presentation. Large part of meeting time is spent reviewing a streamlined version of Nu-Lite's sales catalog.



RICHARD CIOFFI

New men are then turned over to an experienced salesman, called "district sales managers" by Nu-Lite. Rest of the training is completed on the job.

All meetings must be held during non-working hours. Company policy forbids any morning meeting running after 9:30 a.m. "We don't waste our men's time," says Cioffi. "Men can't make any money sitting around listening to company executives sounding off. If we call a meeting to discuss a new sales technique, the men are out in the field trying out that technique the same day. We don't have to worry about time lapse."

Meetings never cover more than one subject. "If we have three subjects to discuss we call three different meetings," says Cioffi. "No one leaves a meeting wondering what we were trying to get across. Because we have only one topic, chances of wandering off the subject are lessened considerably."

No pencils or pads are supplied. Cioffi believes they're a waste of time. "Check notebooks after a meeting and you'll usually find more doodles than notes," he says.

Company meeting sites might be called unorthodox. A firm believer in personal contact, Cioffi flies thousands of miles each year. Carefully planned itinerary gets the most out of each

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BEN HARRISON

Director of Sales,

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trip. Before Cioffi leaves Newark, each man in the territory Cioffi will visit receives a copy of his schedule plus an outline of the meeting subject. Meetings take place in any spot convenient to both Cioffi and the men. Often the meeting site is a hotel in a centrally located city. But it can be—and sometimes is—the busy waiting room of an airport terminal. "You don't need a ballroom for a successful meeting," says Cioffi.

"Thanks to the advance memo we all know what we're going to talk about. Men have had time to formulate any questions they might have and I'm able to anticipate most of them. Where we hold the discussion isn't important."

If Cioffi plans a lengthy or detailed presentation, speech is written and recorded on tape in Newark. Tape and text are mailed to all regional vice-presidents in advance. Areas he will visit personally have a chance to interpret the speech in terms of their own territories—at their leisure. Areas Cioffi won't visit have a canned presentation to play—with complete control over subject matter.

Company held national sales meetings until a few years ago. "We decided they were a waste of time," says Cioffi. "You take the men away from their jobs for a week or more. They're losing money and we're losing money. When they go back they have to sell twice as hard just to break even."

"Because it's a big meeting, you're tempted to add a 'little dressing.' I've attended meetings where they used a Broadway star and 50 dancing girls to introduce a new sales campaign. If Marilyn Monroe knew more about selling lamps than I do, I'd hire her. I believe the average salesman would rather take home some real information on selling. If you give him plenty of 'white meat' you can skip the 'gravy.'"

"Another time killer at national meetings is the plant tour. Knowing that our lamps are made in a modern air-conditioned plant won't help salesmen sell any more fixtures to a businessman in Oshkosh," continues Cioffi.

Company holds no banquets or cocktail parties at its meetings. If conference is slated during dinner hours the men are given food allowances for dinner—after the meeting. "A good meal is wonderful," explains Cioffi, "but it does slow up your thinking. I want to be wide awake and I want the men to be the same way during our meeting."

Nu-Lite salesmen appear to be thriving on the Spartan-like fare dished out at company sales meetings. Last year company racked up a 25% increase in sales—in the face of a nationwide downward trend. ♦



WHILE RIDING, salesmen hear analysis of sales calls they have made enroute.

On-the-Spot Meeting on-the-Run

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ONE OF THE MOST UNUSUAL of all sales meetings was conducted not long ago on a chartered bus.

It was held on approximately 500 miles of Oregon highway intermittently for the better part of a week. In attendance were three top executives and 22 salesmen of Blitz-Weinhard Co., Portland, Ore., a beer firm.

Meeting was conducted by company's sales manager, Ru Lund, and by an outsider, Stuart Atkins, director of an organization known as Sales Career Institute, Los Angeles. Sales Career Institute is a training division of a concern formed a decade ago by a group of psychology professors from University of Southern California. They make their talents available to industry and commerce while pursuing their academic careers.

Institute's parent organization, which is still directed by its original founders, is known as Psychological Services, Inc.; it helped to provide a good part of the subject matter At-

kins was to put across on the tour. The youthful-looking S.C.I. director had himself served as sales manager for Max Factor & Co., Hollywood cosmetics firm, and Winfield Arms Corp., which makes powder of another kind, before joining Psychological Services.

Blitz-Weinhard hired Atkins' services to give its people an on-the-spot version of a course S.C.I. provides to paying students at its Los Angeles classrooms in the evenings. Subject: how to sell the "problem" buyer, the fellow whose psychological quirks get in the way of sales logic.

To make his points more effective, Atkins drew from the experiences of Blitz-Weinhard people themselves, as they called on customers and prospects. For this was no joy ride, but actually a group of salesmen on the road performing their usual duties in their usual manner. The analyses would come later, mainly on the bus between cities but also at mealtimes

wherever the group happened to be.

Customers and prospects, in fact, weren't let in on what was going on. When Atkins accompanied an individual salesman or executive on a call, he was introduced simply as an assistant. In contrast, Atkins generally was well-briefed on the prospect in advance—often in the presence of the entire Blitz-Weinhard crew who would later be treated to Atkins' observations.

The tour, in the words of Sales Manager Ru Lund, was "a tremendous success." Blitz-Weinhard salesmen and executives, he noted, gained insights they might otherwise never have had, insights that would presumably pay off one day in sales otherwise lost. Yet, the theory on which Atkins' method is based is a rather simple one. It consists essentially in a belief that there are two kinds of logic in the selling situation: plain, straightforward logic involved in the proposal itself, and the more complex



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psycho-logic of the buyer's reaction to that proposal and to the individual making it.

Atkins is not concerned with the logic of the sales proposal itself, which is largely a matter of having the right product available at the right time at the right price. That's the job of the company's operating personnel and management. His concern is with the buyer who, for one psychological reason or another, cannot appreciate facts presented and make the buying decision that would go along with it. Such buyers, unfortunately, are not altogether uncommon, it is contended.

Dr. Floyd Ruch, founder and president, Psychological Services, author of "Psychology and Life" and head of Business and Industrial Program, Psychology Department, U.S.C., maintains that "at least one prospect in four is a 'problem buyer' because of the barrier his psycho-logic presents." Dr. Ruch advises salesmen who encounter such buyers not to throw their hands up in despair. "Understand them," says he, "and you will be astonished how easy they are to sell."

Atkins teaches this "understanding." His method consists first in identifying the prospect as a 'problem buyer,' next, in determining what type of 'problem buyer' he is — bully type, expert, complainer, fence-sitter, timid soul or silent sufferer and, finally, in getting across the approach that is generally most effective with each given type.

This, of course, is no mean task — and far more difficult in theory than in practice. Hence, the tour, with discussion sessions well sandwiched in between.

► Itinerary itself was planned by Sales Manager Lund. His main consideration was to pick an area that would provide a representative cross-section of the company's distribution. In Lund's words: "Major objective of this trip was to examine sales supervision techniques and problems, analyzing distributors by relative sales effectiveness as measured against distributorships of other brands in each of eight cities — including Portland where we are our own distributor — and to learn Atkins' techniques for understanding and communicating with difficult customers."

Territory Lund selected ran nearly 200 miles down the Oregon coast from Astoria in the north to Coos Bay, nearly 100 miles from the California border, and then east to Roseburg before heading north to Portland via the cities of Eugene and Salem. Between them, Lund and his four sales supervisors selected the over-

night sites and accommodations. Reservations were made subsequently by mail from the outer office.

► "Operation Orbit," as the mobile talkathon was called, got its kickoff in Portland at 6:30 on a Tuesday evening, when the group gathered with other local people in the Bagdad Theatre to see a closed-circuit television show on salesmanship emanating from New York City on a national hookup. Event was only coincidental and did not determine the timing of the tour but was readily recognized as an opportunity to be taken. Though the "Tele-Sell" took the place of an organized dinner or get-together, it was not an economy measure. Each ticket cost Blitz-Weinhard approximately \$6. Bill for the evening thus amounted to well over \$100.

Following day, Wednesday, began at 8 a.m. with a half-hour meeting at Blitz-Weinhard headquarters, where Atkins was introduced simply as a public relations official from Pacific Trailways, which was providing the bus under a charter arrangement. Atkins wanted to observe the group in action for a full day before revealing his identity. Lund had complete charge of the group in the interim.

But left Portland at 8:30 for the hour-long trip to the St. Helens distributorship, where a half-hour coffee stop was made, and thence departed for Astoria, one hour and 45 minutes away. It was on this leg of the trip that the first rolling meeting was conducted — by Lund, who stood at the front of the vehicle. He addressed the group through a microphone, told how Blitz was faring against competitors in various areas to be visited.

Shortly after arrival at John Jacob Astor Hotel in Astoria, the group gathered in that hotel's Rose Room for luncheon with the mayor and other leading dignitaries. At 1:45 p.m. the group met briefly with the company's Astoria distributor and several of his driver-salesmen before departing for the town of Tillamook. Stops were made en route to permit salesmen to call on grocers, restauranteurs and tavern keepers in the towns of Garibaldi, Manzanita and Nehalem.

After arriving in Tillamook and touring the well-known Tillamook cheese plant, the group was divided into parties of five to six men each and dispatched to dine at different key accounts around the city and in such neighboring towns as Fern and Victory. They were always in the company of the account salesman who could make the proper introduction and the group's presence known. For approximately three hours after dinner, slightly smaller teams of three to

four men each, using rented autos, resumed calls on individual accounts and prospects.

Following morning at breakfast in the Tillamook Hotel, Atkins's identity was revealed and received in good humor by the men, who already knew of him through printed literature on his techniques. From 10:30 until the bus arrived in Newport at 12:15, the group heard of these techniques first hand. Pattern of distributor meetings, customer calls and back-and-forth analytical sessions continued throughout the following three days — down and up western Oregon — until each man could perform the "difficult buyer" analysis on his own and apply appropriate techniques.

Before the trip began, each salesman was asked to submit a "customer analysis profile" that would give other members of the group an idea of Blitz retailers or prospects they'd be discussing. After the trip was over, participants were asked to turn in a "difficult buyer" report on at least one retailer each day and at least three consumer presentations weekly for a period of two weeks. In these reports, the salesman was expected to describe briefly the outlet in question but particularly: (1) What the buyer said or did that showed him to be a psychologic buyer rather than a logical one; (2) What technique was used to turn the buyer's words on himself; (3) What type of "difficult buyer" he turned out to be and what evidence there was for thinking so; (4) How his sale was won—or why it was lost.

A venture of this type, of course, takes weeks of planning. In Blitz-Weinhard's case, preliminary preparations were made more than two months in advance, beginning with Lund's trip to Los Angeles and his first discussions with Atkins on the possibilities of such a meeting. Hotel reservations, chartering of a bus and appointments with key accounts were made several weeks in advance. Calls on smaller accounts, however, were left on a "drop in" basis. Arrangements for local V.I.P. luncheons, for the most part, were left with the local distributor.

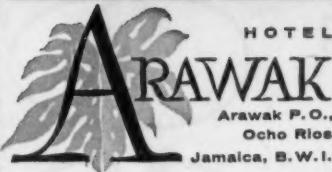
"The trip," reports Atkins, "clicked like clockwork — except for a bit of unscheduled motion sickness the boys want through the last day on the trip to Salem. I guess we were just a little too pooped-out by then." ♦

SOMETHING SPECIAL?

If you are in need of some ideas on a particular subject, you may find them among reprints listed on page 154.

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Site-Seeing

Can Be Rough

By GEORGE J. JAFFE



YOUR BEING a meeting planner can be pleasant—sometimes. There's traveling and seeing first-class hotels; some free drinks with friendly sales folk; free rooms and, occasionally, free meals. But, more of the time, site-seeing can be rough.

In fact, majority of planners queried feel the field of "buying convention facilities" is annoyingly mined with needless trials and tribulations. Undoubtedly, some of the reactions recounted here will strike a familiar chord. Does this one?

Beside being an attractively chic young lady, Miss Jones (mustn't mention real names) is executive director of a national trade association. Time had arrived for her to go in search of convention sites for the next five years. She had narrowed her visits to half a dozen hotels in Miami Beach—locale chosen by the association's annual meeting committee.

For months prior to her site-seeing expedition, expensively concocted brochures and similar promotional material had been mounting on her desk—from one spankily new hotel in particular. Its sales-letters crowded: "Make OUR hotel your headquarters . . . !" ". . . a car will be placed at your disposal!" "Be our guest . . . !"

Properly enticed, Miss Jones took off into the wild, blue yonder.

So, what happened?

Well, to start, no one met her plane in Miami (as promised) and the fare from airport to hotel cost her association eight and a half hard-maneuvered dollars.

Next, she found that the hotel wasn't even open yet, officially (four days later it did open, you'll be relieved to know). The hotel's sales staff was knee-deep in press parties,

grandstand playing, festivities, etc. The sales manager (who had visited her New York City office three times to entice her) was running around the place like a sales manager with his head cut off. Miss Jones was in that hotel two whole days before she even heard from the sales office and, when she did hear, it was to be told "more pressing matters caused the delay in contacting her."

As she expressed her annoyance to me, when we lunched in New York City, "Wouldn't you think someone would have welcomed me by phone? I even phoned them three times to say I was ready—yea, eager—to inspect their facilities. I didn't even know where I was supposed to eat, let alone where my membership would have eaten had we booked that hotel for our annual meeting. Certainly I didn't expect to be greeted a la visiting royalty, but the way they ignored me and wasted my time for two days is unforgiveable!" Be our guest—in-deed!

► Which sashays us around to another site-seer queried and his pet peeve.

Like Miss Jones, this particular executive heads a non-profit-making group with a limited budget. Though its membership is not very large, any hotel chosen as the group's four-day annual meeting site probably realizes a \$15,000 gross take, roughly.

Though he is not new at the game, he is still puzzled at this "be our guest" pitch made so often by hotels and their big-city representatives. He can't understand why he should be expected to pay for his meals (at top-seasonal rates, more often than not) when he looks over possible hotel sites. Since his is a non-profit associa-

tion, he especially resents this situation.

His reasoning is this: If a hotel goes out of its way to seek his group's convention business via expensive phone calls, office calls and elaborate promotion schemes, it seems highly inconsistent to stop at a few meals by asking him to pay for them. Didn't they invite him there in the first place? Should a hotel operate on the European Plan, it ought to make this quite clear to invitees before the invitation is accepted!

A surprising number of other meeting planners object to this frequent hotel practice of not making clear what "be our guest" really means.

In those instances when being a site-seer might call for a laugh, it can still be rough. To wit:

Lon Leonards (a pseudonym, for reasons you're about to learn) is site-seer for a good-sized food chain, headquartered in the Midwest. Although he's a bachelor, whenever he goes a-hunting for sites, he requests a double room. Claims he can't abide that cooped-up feeling of a small hotel room.

A short time ago he was researching the West Coast's hotel possibilities for his organization. His first stop was a handsome structure in Seattle. After a cordial visit in that hotel, he made his way southward.

However, as he checked in at the appointed hotel in San Francisco, he was handed a telegram. It read, somewhat frantically, "Darling stop Call me immediately stop Urgent." It was from his fiancee.

He called, of course, and found his intended chagrined. Understandably so. She nervously informed him that the social page of their small town paper had just carried the seemingly innocent, albeit tasty, news item: "Mr. and Mrs. Lon Leonards are enjoying a pleasant few days as guests of Seattle's luxurious Hotel ____."

When I curiously asked how this had happened, he explained (hastening to add he's married the above telegram sender since). It seems the publicity man for the Seattle hotel was an eager-beaver. He'd seen Leonards' name on the new-arrival list, noticed the double-room reservation, and assumed, naturally, Mr. Leonards had a wife with him.

► Short-sightedness of hotels that woo buyers of convention facilities is a rough spot and a source of wonderment to one veteran planner questioned.

One of the first facilities that he tests when looking around a hotel is its room-service. Why? For two rea-

sons: one, he believes efficiency of room service is a true barometer of a hotel's general efficiency; two, his company cohorts use room service much more than average due to many small meetings in their rooms.

Well, recently he found his wife and himself in an Atlantic City seaside hotel. As they unpacked, they found need for a dozen more hangers than were in the closet. He called the housekeeper; she told him to call the bell captain. The captain said it was check-out time and his boys were busy, better call the housekeeper. She argued but finally and curtly agreed to send more hangers. Fifteen minutes passed, then a half hour. His wife called the housekeeper again, to be told that the maids were very busy and (sarcastically), "You'll just have to wait, Madame!" When the hangers did arrive an hour later, there were only five of them in lieu of the dozen requested.

By now, the visiting couple were in need of martinis. They called bar room service and ordered two drinks "on the rocks, with lemon peel and extra cubes, please." The boy brought two regular martinis with olives in each glass and no ice cubes at all. When the mistake was mentioned to him, his reply was decidedly flippant. So was his reaction to the tip he received.

At dinner that evening with the hotel's sales manager, the meeting planner hinted about his interest in a hotel's room service when trying to choose a site. He had to smile to himself as he listened to the salesman's pompous build-up of "their Room Service being among the finest and best run on the Eastern seaboard." The non-buyer's thought was: if this character is so blind about the hotel he's selling, I won't be able to take his word about anything he tells or promises me.

► I couldn't help asking the teller of this tale why he blamed a thing like room service on the sales manager? He told me why.

"If I were a sales manager trying to impress a buyer and to land a juicy convention account," he explained, "I'd do one important thing. I'd make sure every department of my hotel was alerted to the buyer's visit—front desk, each facet of room service, dining room—everyone. As sales manager, I'd make very sure a planner testing my hotel's facilities received preferential treatment every minute of his stay. Your running around the country, packing and unpacking constantly and catching planes and trains is rough enough for you as site-seer without unnecessary obstacles

making it rougher—not to mention the business a hotel loses when a buyer gets an unpleasant taste of its facilities!"

► But then there's the danger of being "over treated" or hounded. Quite a few put-upon planners bring up this "rough" angle. Such an occupational hazard occurs when a site-seer is casing a locale that's thick with competitive hotels. One gentleman elaborated the point in this fluent manner.

"I was in the market for 'just the right hotel' in the Chicago area. Prior to my Chicago visit, my New Orleans office was literally bombarded with invitations. Salesmen left me little time to run my office. I was offered more invites to be wined and dined than if I'd been Brigitte Bardot interviewing applicants for a new boy friend!

"I finally landed in one of the three hotels I was interested in seeing in the Chicago area. The hounding didn't stop there, it only began.

"Before I'd even unpacked, the hotel's sales manager was in my room making his pitch. I resented this lack of even a few moments privacy. I knew he was doing his job but I still resented it.

"Then began our business talks during the cocktail hour which stretched (as it always does) into three hours. With 'many martoonies' under my belt, I was led through the hotel's premises by the enthusiastic salesman. This meant covering more mileage in an hour than my car normally cover in a month. By this time I was famished and irritated enough to say so. To brief the evening—I drank too much, heard too many statistics and promises I couldn't absorb, and was too royally treated to appreciate it. I got to bed at three a.m., bushed.

"The sales manager's too-cheery voice woke me at nine the next morning with an offer to see the hotel's golfing facilities. I was kept on a frantically paced tour the rest of the day. And I lived through exactly the same routine in the other two hotels I visited in the Chicago area. So, don't let anyone ever tell you a site-seer's lot isn't a rough one!"

Aside from general agreements among site-seers that the job is peppered with tribulations, there is agreement as to the reason. They feel that sellers of convention facilities are at fault—they either undersell or oversell. Rarely is a happy-medium struck.

Until the sellers get smart to this situation—and do something about it—the buyers probably will continue to find that site-seeing can be rough.

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ADVERTISERS' INDEX

Adelphia Hotel (Philadelphia)	150	Dinkler Hotels	115	Jamaica Tourist Board	116
Hotel Adolphus (Dallas)	144	Diplomat Hotel (Hollywood Beach, Fla.)	23	Jam Handy Organization	Cover 4
Aero Mayflower Transit Company	21	Display & Exhibit Co.	51	Jefferson Hotel (Atlantic City)	90
Algiers Hotel (Miami Beach)	146	The Displayers	3	Jug End Barn (Great Barrington, Mass.)	63
Allitalia Airlines	133	Distinguished Hotels	79	Jung Hotel (New Orleans)	94
Allied Van Lines	8, 9	The Doric Company	74		
Ambassador Hotel (Chicago)	123	Drake Hotel (Chicago)	125	La Concha Hotel (San Juan, P. R.)	26
American Airlines, Inc.	65	Dralce Hotel (Philadelphia)	110	Lake Tarleton Club (Pike, N. H.)	160
Andrews, Bartlett & Associates, Inc.	1	DuPont Plaza Hotel (Miami)	93	LaSalle Hotel (Chicago)	98
Apple Valley Inn (Apple Valley, California)	132	Eastern Airlines	22	La Vegas Convention Bureau	Cover 3
Arawak Hotel (Ocho Rios, Jamaica)	163	Eden Roc Hotel (Miami Beach)	119	Hotel Lawrence (Erie, Pa.)	143
Arizona Manor (Phoenix)	142	Edgewater Gulf Hotel		Lido Hotel (Long Island, N. Y.)	84
Astor-Manhattan Hotels (New York City)	82	(Edgewater Gulf, Miss.)	152	Lincoln Chamber of Commerce Convention Committee	105
Atlanta Biltmore Hotel (Atlanta)	129	Edison Hotel (New York City)	121	Long Beach Chamber of Commerce	2
Award Displays	43	El Mirador Hotel (Palm Springs, California)	152		
Bahamas Government Development Board	108	Emerald Beach Hotel (Nassau)	100	Madison Hotel (Atlantic City, N. J.)	163
Baker Hotel (Dallas)	22	Empress Hotel (Miami Beach)	167	Manger Hotels	85
Belmore Hotel (Miami Beach)	92	The Essex & Sussex Hotel (Spring Lake, N. J.)	168	MannCraft Exhibitors Service, Inc.	53
Barbizon Plaza Hotel (New York City)	143	Everglades Hotel (Miami)	16	Manoir Richelieu (Murray Bay, Que.)	107
The Barcelona Hotel (Miami Beach)	100	Exhibit Producers & Designers Assn.	28, 29	Manpower, Inc.	89
Bedford Springs Hotel (Bedford Springs, Pa.)	84	Fields Management Company	68, 69	Marott Hotel (Indianapolis)	93
Belmont Plaza Hotel (New York City)	104	The Flanders Hotel (Ocean City, N. J.)	84	Massaglia Hotels	88
Berkley-Carteret Hotel (Asbury Park, N. J.)	128	The Fontainebleau Hotel (Miami Beach)	113	City of Miami	78
Berkshire Hills Conference (Pittsfield, Mass.)	154	Fontana Village (Fontana Dam, N. C.)	160	Miami Beach Exposition Hall	48
Bermuda Trade Development Board	19	Hotel Fort Des Moines (Des Moines)	100	Mississippi Gulf Coast	150
The Biltmore Hotel (New York City)	146	Fort Montagu Beach Hotel (Nassau)	104	Monmouth Hotel (Spring Lake Beach, N. J.)	92
Bismarck Hotel (Chicago)	104	Freeman Decorating Company	128	Mont Tremblant Lodge (Mont Tremblant, Que.)	100
Boca Raton Club (Boca Raton, Florida)	145	French Government Tourist Office	126	Montauk Manor (Montauk Manor, N. Y.)	88
Boe Air Hotel (Augusta)	98	French-Lick Sheraton Hotel (French Lick, Indiana)	85	Monterey Convention Bureau	90
Buena Vista Hotel (Biloxi, Miss.)	128	Galt Ocean Mile Hotel (Fort Lauderdale, Fla.)	110	The Motel on the Mountain (Suffern, N. Y.)	158
Buffalo's Midtown Hotel Group (New York)	110	Galveston Moody Center (Texas)	7	Mount Airy Lodge (Mt. Pocono, Pa.)	160
Camelback Inn (Phoenix)	152	Gardner, Robinson, Steinheim & Weiss, Inc.	61	Mount Washington Hotel (Bretton Woods, N. H.)	98
Canadian National Railway	12	Genarco, Inc.	133	Muehlebach Hotel (Kansas City)	111
Canadian Pacific Railway	24	General Exhibit & Displays	32	Myrtle Beach Chamber of Commerce	142
Capex Company, Inc.	52	Gill Hotels	162		
Capital Airlines	83	The Golden Gate Hotel (Miami Beach)	120	Nassau Beach Lodge (Nassau)	98
The Carillon Hotel (Miami Beach)	77	Grand Hotel (Mackinac Island, Mich.)	121	Nassau Inn (Princeton, N. J.)	78
Castle in the Clouds Hotel (Lookout Mountain, Tenn.)	132	Grand Hotel (Point Clear, Ala.)	110	National Airlines	14
The Cavalier Hotel (Richmond, Va.)	82	The Greenbrier (White Sulphur Springs, W. Va.)	72	National Exposition Service	58
Chalfonte-Haddon Hall Hotel (Atlantic City, N. J.)	110	Griswold Hotel (Groton, Conn.)	99	National Guard Armory (Washington, D. C.)	56
Cincinnati Music Hall (Cincinnati, Ohio)	45	Grossinger's (Grossinger, N. Y.)	87	New York Trade Show Corporation	59
Clarendon Hotel (Berkeley, California)	142	Gulf Hills Dude Ranch (Ocean Springs, Miss.)	128	Hotel New Yorker (New York City)	88
Claridge Hotel (Atlantic City, N. J.)	165	Gurney's Inn (Montauk, L. I.)	145	North American Van Lines	42
Hotel Claridge (Memphis)	167	Hain Wolf Studios	62	Northeast Airlines	27
Colonial Inn (St. Petersburg)	126	Fred Harvey Hotels	105	Northernaire (Three Lakes, Wis.)	158
Commodore Hotel (New York City)	50	Havana Riviera Hotel (Havana, Cuba)	6	Northwest Orient Airlines, Inc.	10
Concord Hotel (Klamath Falls, N. Y.)	135	Hawaii Visitors Bureau	139	Novelart Company	62
Condado Caribbean Hotel Corporation (San Juan, P. R.)	154	Hotel Hershey (Hershey, Pa.)	147		
Continental Hotel (Kansas City)	58	Hilton Hotel Corporation	46	Oak n' Spruce (South Lee, Mass.)	150
Dartnell Corporation	153	Hilton Hotels International	15	Olympic Western Hotel (Seattle)	117
Daytona Beach Convention Bureau	129	Hollywood Beach Hotel (Hollywood Beach, Florida)	151	Palm Beach Biltmore Hotel (Palm Beach, Fla.)	138
Daytona Plaza-Princess Inn Hotels (Daytona Beach, Florida)	100	The Homestead (Hot Springs, Va.)	168	Pan American World Airways, Inc.	81
The Deauville Hotel (Miami Beach)	20	Hotel Corporation of America	162	Park Sheraton Hotel (New York City)	137
Hotel Del Coronado (Coronado, California)	92	Henry Hudson Hotel (New York City)	13	Peninsular & Occidental Steamship Co.	143
Delta Airlines	120	The Inn (Buck Hill Falls, Pa.)	70	Pick-Congress Hotel (Chicago)	74
Hotel Dennis (Atlantic City, N. J.)	104	Intercontinental Hotels	30	Pickwick Hotel (Kansas City)	146
Design Built Studios	89	International Amphitheatre (Chicago)	52	Pocono Manor Inn (Pocono Manor, Pa.)	132
Detroit-Leland Hotel (Detroit)	78	Ivei Construction Corporation	47	Poland's Spring & Mansion House (Poland Springs, Me.)	93
Di Lido Hotel (Miami Beach)	99			Hotel Ponce De Leon (St. Augustine, Fla.)	152
				Ponte Vedra Club (Ponte Vedra, Florida)	142
				Hotel President (Atlantic City, N. J.)	98
				Hotel President (Kansas City, Mo.)	132

SALES MEETINGS/Part II SALES MANAGEMENT

Princeton Inn (Princeton, N. J.)	75
Providence Chamber of Commerce	138
The Prudential Insurance Company of America	11
Puerto Rico Visitors Bureau	20
 The Queen Elizabeth Hotel (Montreal)	14
 Radisson Hotel (Minneapolis)	128
Richmond Hotels, Inc.	127
Riviera Hotel (Las Vegas)	64
Hotel Robert Meyer (Jacksonville, Fla.)	106
Roney Plaza Hotel (Miami Beach)	144
Roosevelt Hotel (New Orleans)	136
 St. Moritz Hotel (New York City)	152
San Marcos Hotel (Chandler, Arizona)	151
Sans Souci-Versailles Hotels (Miami Beach)	83
Santa Monica Convention Bureau	109
Hotel Savery (Des Moines)	153
Saxony Hotel (Miami Beach)	146
Schine Hotels	155
Saville Hotel (Miami Beach)	137
Shawnee Inn (Shawnee-on-Delaware, Pa.)	152
Shelburne Hotel (Atlantic City, N. J.)	167
Sheraton-Blackstone Hotel (Chicago)	94
Sheraton-Cadillac Hotel (Detroit)	107
Sheraton Corporation of America	5
Sheraton-Gibson Hotel (Cincinnati)	150
Sheraton-Park Hotel (Washington, D. C.)	97
Sheraton-Towers Hotel (Chicago)	78
Hotel Sherman (Chicago)	71
Sho-Aids, Inc.	57
Shore Club (Miami Beach)	108
Skirvin Hotels (Oklahoma City)	111
Skyline Inn (Mt. Pocono, Pa.)	59, 139
Skytop Club (Skytop, Pa.)	104
Sleepy Hollow Beach Hotel (South Haven, Michigan)	138
Southeastern Merchandise Mart	133
Southwest Hotels, Inc.	108
Stardust Hotel (Las Vegas)	109
State Fair of Texas (Dallas)	63
Harvey G. Stief, Inc.	49
Strauss Decorating & Exposition Co.	50
Structural Displays	49
Sun Valley (Sun Valley, Idaho)	4
 Tabery Corporation	52, 63, 74, 88
Tamanece Motel (New Orleans)	93
Three Dimensions	91
Tisch Hotels	25
Trans Canada Airlines	72
Trans World Airlines, Inc.	Cover 2
Tulsa Convention and Visitors Bureau	91
 Union Stockyard & Transit Company	52
United Airlines, Inc.	16
U. S. Hotel Thayer (West Point, N. Y.)	95
United Van Lines	17
 Veterans Memorial Hall (Des Moines)	74
Villa Moderne (Highland Park, Ill.)	136
 Hotel Webster Hall (Pittsburgh)	121
Western Airlines	141
Western Hotels	101
Hotel Westward Ho (Phoenix)	106
Wheaton Van Lines, Inc.	57
The Wigwam (Litchfield Park, Ariz.)	163
Willard Hotel (Washington, D. C.)	121
Wilding Inc.	147
Williamsburg Inn & Lodge (Williamsburg, W. Va.)	146

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An exchange of anecdotes and facts to help a speaker spice his speech and make a point.

Subject: STATISTICS

"Figures don't lie," said the instructor as he strived to drive home some truths. "For instance, if one man can build a house in 12 days, 12 men can build it in one."

"Then 288 will build it in one hour," shot back a puzzled student, "and 17,280 in one minute, and 1,036,809 in one second! I don't believe they could lay one brick in that time."

The instructor was stopped cold and before he could recover, the fast-thinking student was at it again: "And if one jet plane can cross the Atlantic in six hours, six jets can cross it in an hour. I don't believe my statistics anymore than I believe yours."

Subject: FRIENDS

A group of followers of the Dale Carnegie approach were telling about their successes. One salesman told about his experience with a prospect:

"I did everything in the rule book. I started off by greeting him warmly. I smiled at him and asked him about himself. I paid close attention to his statements on how good a businessman he was. I went out of my way to agree with him. He talked for nearly an hour and when we finally parted company, I knew I'd made a friend for life." The story teller paused to catch his breath and went on: "But, boy! What an enemy he made!"

Subject: STRATEGY

One of those million-dollar insurance salesmen was asked how he managed to write so much business. He offered this plan to have more prospects accepted as insurance risks:

"If I have a thin prospective client who wants life insurance, I always have him examined by a thin doctor. If I have a fat prospective client, I always have him examined by a fat doctor."

Subject: ADVERTISING

A man walked up to the want-ad counter of his local newspaper to place an ad. "Copy should read," he told the clerk, "Reward. \$500 for return of black-and-white cat with red collar."

"I want to place the ad just like you say, Mister," explained the clerk, "but isn't that an awfully high price to advertise for a black-and-white cat?"

"Not this one," said the man. "It's my wife's. I drowned it."

Subject OLD TIMES

Mom suddenly had the urge to relive the past. She complained to Dad: "You used to kiss me when we sat on the sofa together," so he leaned over and gave her a peck on the cheek. "You used to hold my hand," she said, so he reached over and took her hand. "You used to snuggle up and bite my neck," cooed Mom, and Dad got up and started to leave the room.

"Where are you going?" demanded Mom

"To get my teeth."

Subject: DRINKING

A bride of three months complained to her relatives about her husband's drinking. "If you knew he drank, why did you marry him?" she was asked.

"I didn't know he drank," the girl replied, "until one night he came home sober."

Subject: TEXAS

He passed away and as this tall Texan arrived at the gates of his eternal home, he remarked, "Gee, I never thought heaven would be so much like Texas."

"Son," said the man at the gate sadly, "this ain't heaven."

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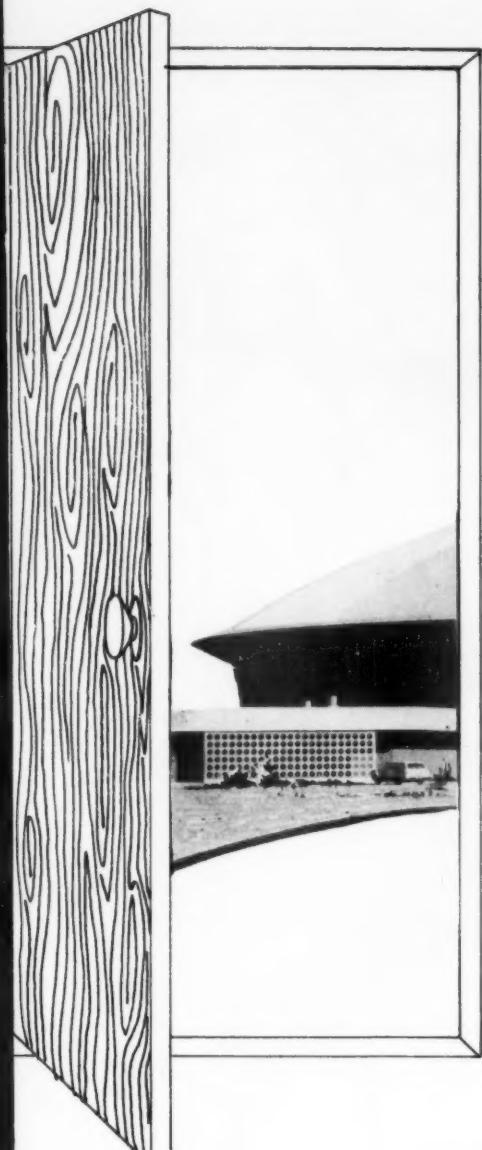
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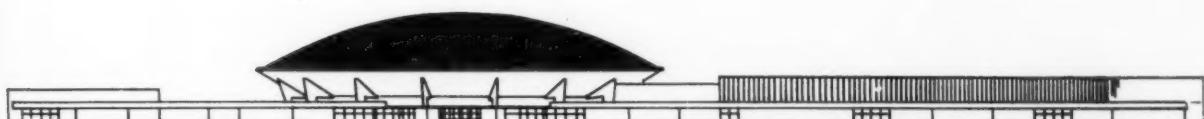


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